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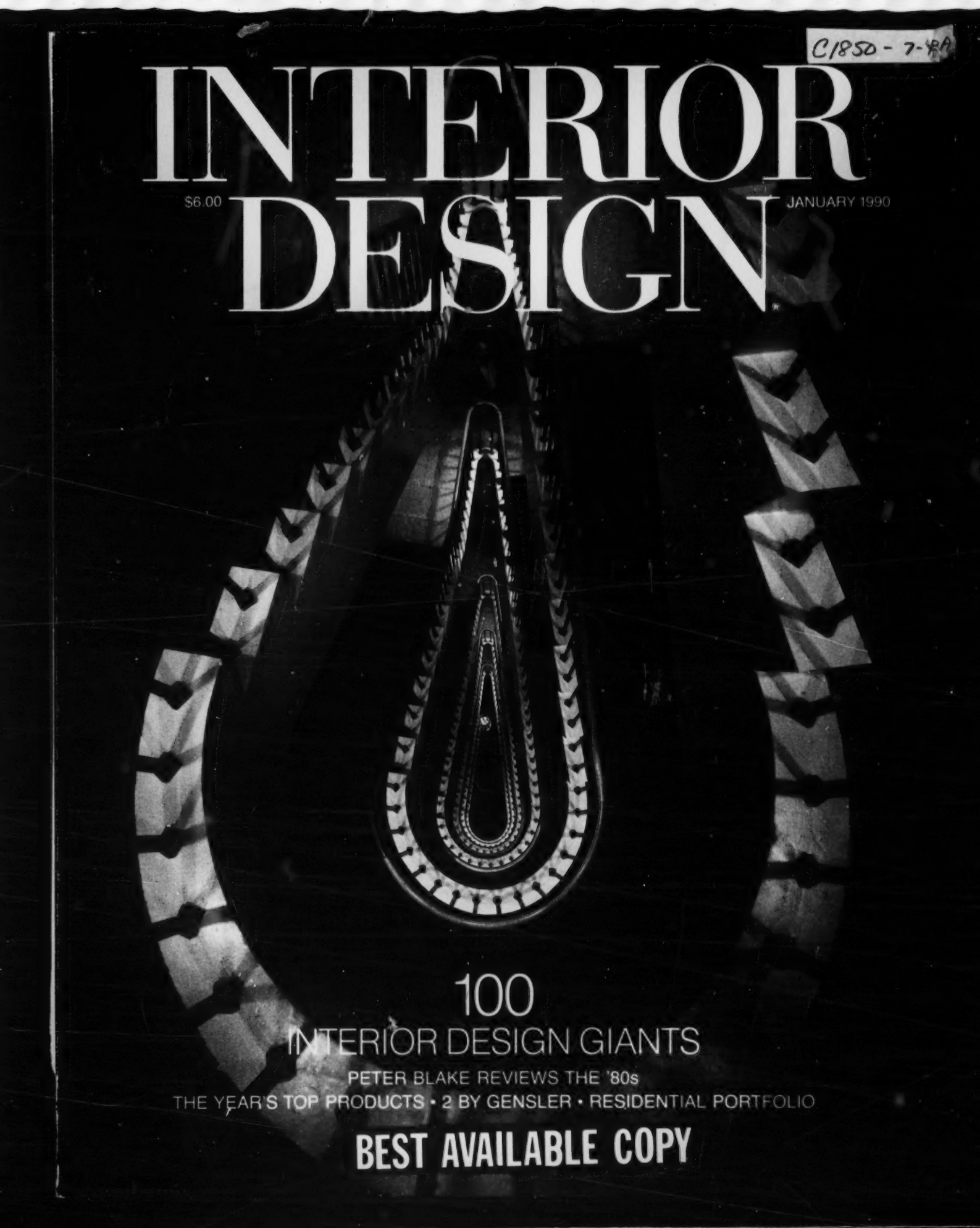

100 INTERIOR DESIGN GIANTS

PETER BLAKE REVIEWS THE '80s

THE YEAR'S TOP PRODUCTS • 2 BY GENSLER • RESIDENTIAL PORTFOLIO

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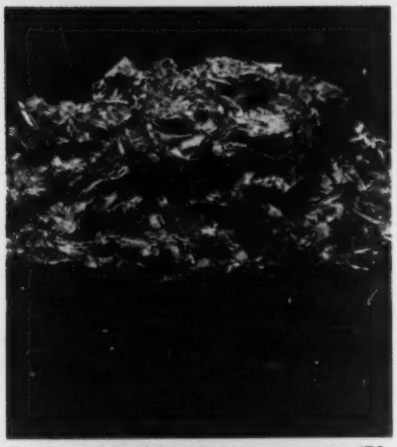

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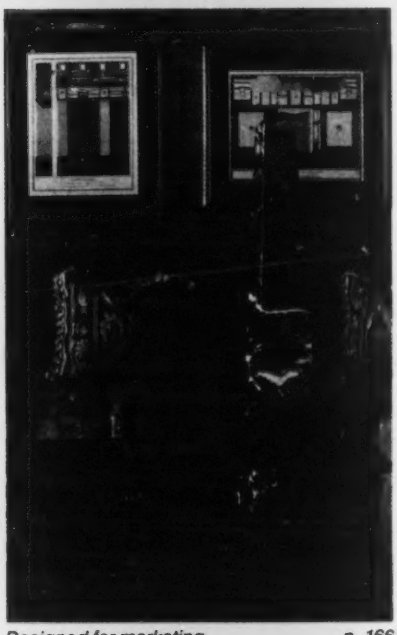

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Large-scale art sets the scheme *p. 156*

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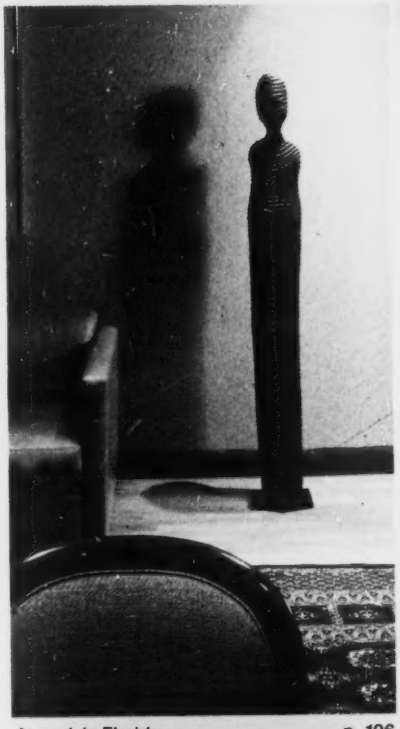

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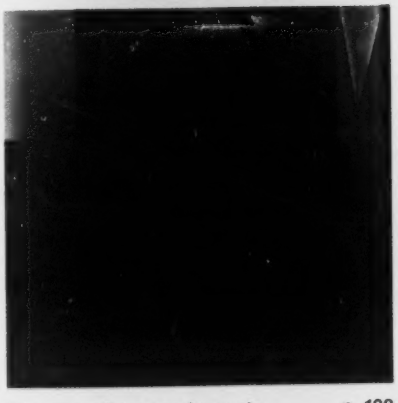


Showroom for a conglomerate *p. 188*

100 INTERIOR DESIGN GIANTS® OF 1990

BY ANDREW LOEBELSON

Industry Overview

After a static year in 1988, the interior design industry grew significantly ahead of inflation in 1989. Fees for the Top 100 Interior Design Giants rose from $571 million to over $607 million, a gain of 6.3 percent. Volume of goods and services provided to clients under the direction of these firms was up from $10.6 billion to $11.3 billion, a gain of 6.3 percent as well.

CADD continues its dramatic advance, now being used by all but 5 percent of the Top 100. CADD operators have increased to over 8 percent of the work force, from 6 percent last year. Many firms are commenting that they have few or no dedicated CADD operators, since they are training their drafters, designers and other staff members to work on CADD systems directly. This movement is made possible by ever better and cheaper personal computers running increasingly sophisticated versions of the best-selling drafting programs designed for them such as AutoCADD and Versa CADD. This growth in CADD may help to explain how the value of goods and services produced by each interior design employee has grown dramatically, from $1.7 million last year to $2.1 million this year.

Not only is the CADD area growing, but the non-billable and marketing areas are growing proportionally within the firms as well. Last year, the non-billable staff was 4.3 percent of the total staff, this year it is 4.8 percent. Likewise, in this competitive group, the marketing staff has grown from 17.4 to 18.0 percent.

The total interior design staff has grown this year to 7,322, including all support staff as well as professional design staff. But these people are only part of the top 100 firms' total staff of 25,391 (including architects, engineers and their support staffs). Last year the total staff was 22,415, indicating continued growth to meet competitive challenges.

The business of the Top 100 consisted primarily of office work (over 65 percent). The next biggest category was retail design (over 11 percent), followed by medical design (10 percent), educational design (6 percent) and hospitality design (4 percent). Of course, we have a separate listing, for those firms primarily involved in hospitality work, that is published every year in October.

The responding Giants firms' work averages 65 percent interior design, followed by 21 percent architecture, 7 percent engineering, and 6 percent other.

Regional Breakdown

This year we have taken a much more detailed look at the industry breakdown by geographical area. The breakdown is shown in CHART ONE. It should be noted, however, that, in order to get statistically relevant data, we have included all 200 Interior Design Giants in this analysis, although we will not publish the Second Hundred analysis until July.

As can be seen, the Middle Atlantic states have maintained their majority hold of all headquarters, los-

Continued

CHART ONE

KEY TO REGIONAL BREAKDOWN

REGION	STATES WITHIN REGION	TOP 100	SECOND 100	TOP 200
NE	ME.NH.VT.MA.RI.CT	4	10	14
MA	NY.NJ.PA	35	26	61
ENC	OH.IN.IL.MI.WI	14	11	25
WNC	MN.IA.MO.ND.SD.NE.KS	7	5	12
SA	DE.MD.DC.VA.WV.NC.SC.GA.FL	16	15	31
ESC	KY.TN.AL.MS	1	0	1
WSC	AR.LA.OK.TX	6	11	17
M	MT.ID.WY.CO.NM.AZ.UT.NV	0	1	1
P	WA.OR.CA.AK.HI	15	20	35
Non U.S.	Canada, Mexico	2	1	3
Total		100	100	200

Andrew Loebelson is vice president of domestic facilities of Salomon Brothers, the New York investment banking firm.

Research compiled by Deana L. Luzzi

Reprints of this article are available for $2 each through Deana Luzzi at Interior Design, 249 West 17th Street, New York 10011, (212) 463-6675.

The interior design fees on the following pages represent interior design work only (excluding hospitality and residential interiors and architecture). All figures have been rounded off for the purpose of this listing.
—Ed.

100 INTERIOR DESIGN GIANTS* OF 1990

ing one firm in the Top 100 since last year and gaining two in the Second 100. The region that held the least of all headquarters for the Top 100 was South Atlantic, dropping from 37 last year to 31 this year.

CHART TWO shows the relative amount of volume of work done and fees received by the different regions. If you compare these numbers along with the total number of firms in each region you will notice that not only are the Middle Atlantic states the largest region by firm, but also they get more than their proportionate share of the fee income in this industry and they do an even higher percentage of the volume produced. This means that they are an efficient region, making fees go further in producing goods. The New England and the East North Central regions are just the reverse, but economies of scale probably explain many of these differences. Noticeably, the East South Central, Mountain and Pacific regions don't really have enough firms for their data in this regional analysis to be statistically significant.

While it may appear that the Pacific firms are the least efficient, it might also be explained that the concept of "service" is a flexible one. With the profit line under attack by knowledgeable clients, hungry competitors and growing capital requirements, the bigger firms in the Northeast have learned that all services are paid for, extra charges for extra work are carefully tracked and billed, and employee efficiency is highly prized and rewarded. The old-fashioned concept of a flat fee for all services is dying out, but it may be lasting longer farther from the Boston-New York-Washington corridor.

CHART THREE shows the costs of designing office space on a regional basis. This closely parallels the data in the previous two charts. Again, the Middle Atlantic states are highest, at $3.65 per rentable square foot, while the average is $3.01, and the lowest region is the West South Central at $2.11. Keep in mind that the lowest fee, 70 percent of the average, pays for office space that is about 69 percent of the average cost.

CHART FOUR shows that the highest construction cost, by far, is found in the Middle Atlantic area (24 percent above average), while the highest FF&E (furniture, fixtures and equipment) is found in the West North Central area (22 percent above average). The least expensive place to build, strangely enough, is the West North Central region, while the least expensive FF&E costs are found in the Southern Atlantic, East South Central and West South Central regions.

The average salary per region is shown in CHART FIVE. It is not surprising that this parallels the fee income for each region, since the multiple relating salary to

CHART THREE

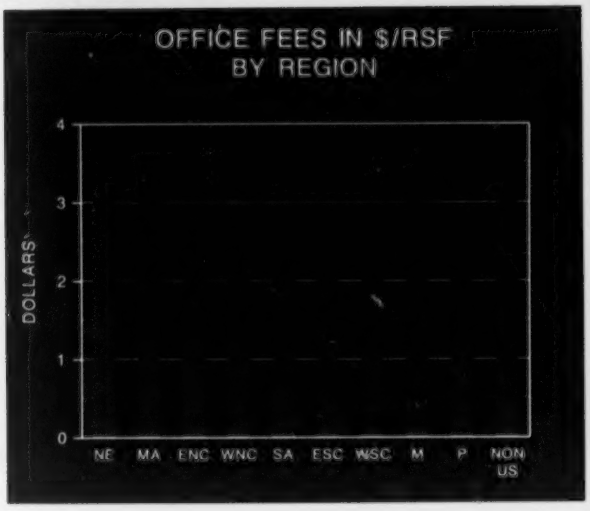


CHART TWO

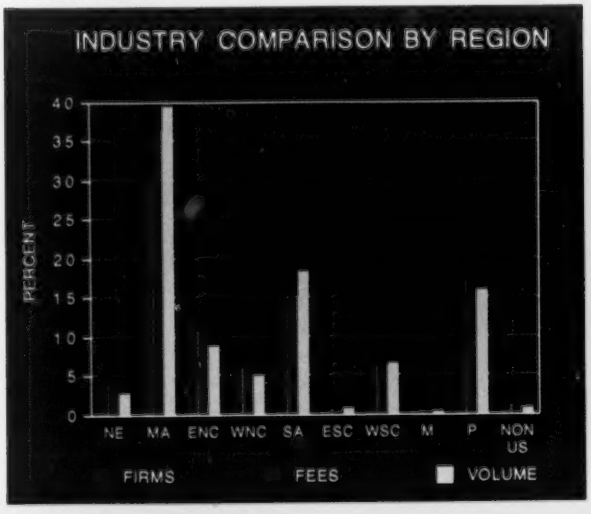
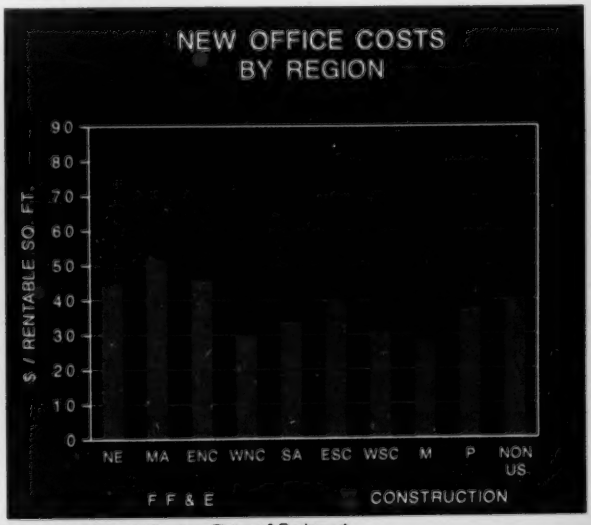


CHART FOUR



NOTE: FF&E refers to Furniture, Fixtures & Equipment

CHART FIVE

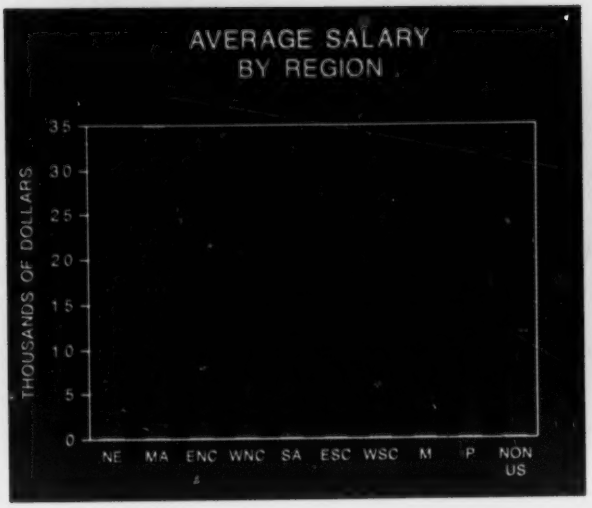
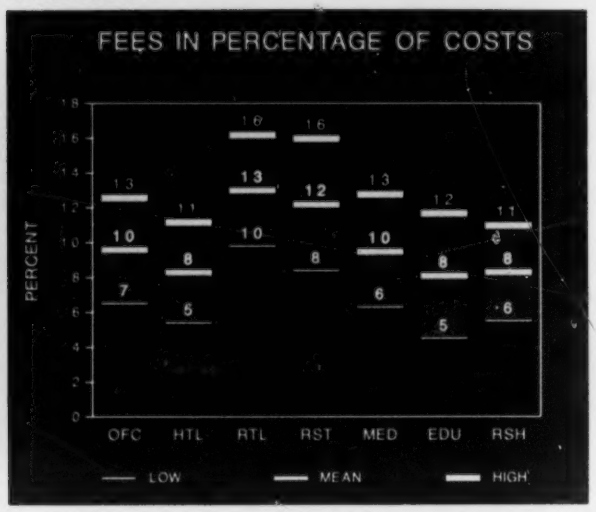


CHART SEVEN



billing rates is surprisingly constant across the country, at about 2.68 for all of the 200 firms, 2.71 for the Top 100 and 2.64 for the Second 100.

In terms of fees per rentable square foot, the Middle Atlantic states are nearly 40 percent above average, while other major areas are below. In comparing the cost of designing a rentable square foot of office space, the Middle Atlantic states are about 20 percent over average while the other areas are at or below average costs.

However, when we compare fees as a percentage of volume, only the New England and West South Central states, of the larger areas, are above average, with New England astonishingly so. In terms of actual cost per square foot, only the Middle Atlantic states are substantially (40 percent) above average costs. This correlates well with the fees, suggesting that the firms headquartered in the Middle Atlantic states are doing the most expensive, sophisticated and difficult work—and they are being paid for it.

But that does not translate into the average fee per employee, which is highest in the East North Central, West North Central and West South Central regions. And that fee also correlates well with the volume of work produced by each employee. Each of these regions, along with the South Atlantic, has higher value of goods and services produced per employee than the average.

The "work letter" is the value of walls, ceilings, electrical outlets, carpet, etc., that the landlord is willing to give to each tenant to entice him into his particular office space. CHART SIX shows that this is highest in the non-U.S. area, which may have a different tradition. In the United States, it is highest in the New England area, followed by the Middle Atlantic area and the Pacific states, in that order. With the Oil Belt areas among the lowest, there is the clear implication that they are coming out of their slump while the first three areas mentioned are still heavily overbuilt.

Industry Analysis

CHART SEVEN shows the actual average fees in percentage of volume that these knowledgeable respondents feel are appropriate for the work to be done in the 1990s. Office and medical work both rose, while retail, educational and research work all dropped. Hospitality (hotel and restaurant) work stayed about the same.

Most of these firms' work is actually bid on a per square foot basis, as shown in CHART EIGHT. Office fees have only gone up two cents. Considering inflation will be at least eight times that amount, the competitive

Continued

CHART SIX

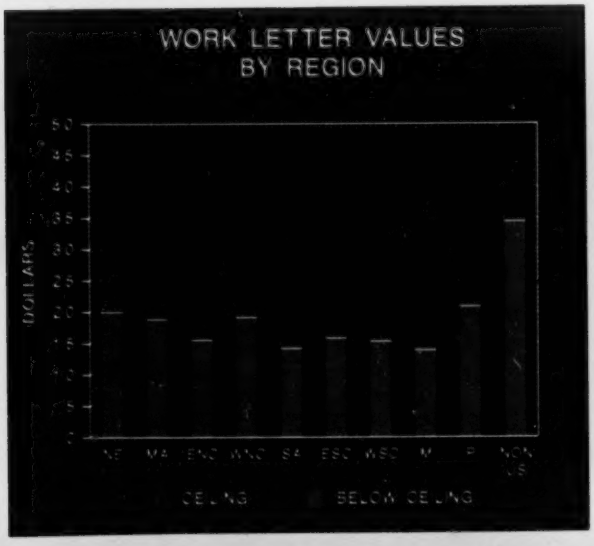
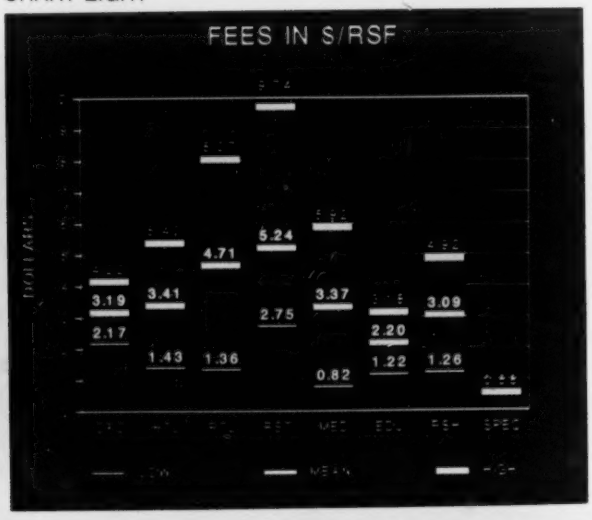


CHART EIGHT



100 INTERIOR DESIGN GIANTS* OF 1990

nature of this business is, again, reinforced. Hotel, medical, educational and restaurant fees have risen this year while fees for retail work are down somewhat. The cost of providing "Spec Plans" has risen all the way from $.35 to $.58. Reimbursables, as a percentage of the cost of professional services, have risen from 8.4 to 9.0 percent this year.

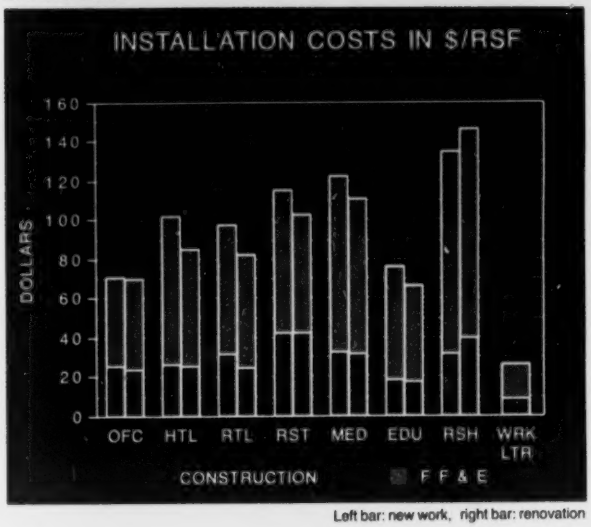
Costs of both construction and furnishings have moderated somewhat this year, as shown in CHART NINE. In new offices, the cost of furnishings and construction has continued to rise. This increase is less than half of what can be attributed to inflation.

Meanwhile, landlords continue to make a substantial contribution to offset this cost in new offices with the work letter allowance. This year it increased below and above the ceiling. So landlords are contributing more towards the costs of outfitting a new office. The original concept was that a work letter allowance would cover the entire project but we can see that it actually covers an average of slightly over one-third of the actual costs.

The increase this year is greater for renovation work in offices where furnishings and construction increased. The total change is over 8 percent and well ahead of inflation. This increase may be due to the harder task of renovating space to deal with the profusion of computers as well as the local area networks ("LAN's") with linkages through cables and file servers for all of these new computers. One more factor is the added heat load of new computers, most of which are being installed with color screens, file servers, and the new "work station" personal computers that are bigger, bulkier and hotter.

New hotel costs have dropped just slightly for furnishings and have risen greatly in construction costs to a new total of $103.50. Renovation work is more expensive for furnishings and less in construction than last year, for a new total of $85.91. New retail work is almost exactly the same as last year for furnishings but construction is up to a new total of $98.45. Renovation work is down for furnishings, up for construction and, overall $83.28, up from $82.38 last year. New restaurant work is up in the cost of furnishings, while construction is down slightly. This year's total of $116.39 is up $3.53 from $112.86 last year. Renovation restaurant work shows the same pattern, rising for furnishings while dropping in construction. The net result is a drop of $8.17 to $103.30 for the work. Medical and educational work shows the same non-pattern of mixed increases and decreases in cost. Clearly, the actual costs are going down, which indicates that designers and owners are working together to create means of controlling the costs by design rather than construction techniques.

CHART NINE



Left bar: new work, right bar: renovation

Meanwhile, interior design firm managers are trying to hold their costs down as well. This is reflected in the salaries in CHART TEN, which have remained relatively the same this year. Project managers' and senior drafters' salaries went up about $2,000 but job captains' and senior designers' salaries slipped $2,000. Project and junior designers' salaries both went up $1,000, while non-billable staff went down $1,000. CADD operators' were the only people whose salaries stayed the same.

Who went up the most this year? Marketing people increased their salaries by $4,000. This proves that a key part of the interior design team is the person who gets the work, in addition to the senior managers, who direct the work. The compensation for other positions, however, is not keeping pace with inflation. Of course people don't have their pay decreased. What happens is that juniors are promoted to higher levels at lower pay. Costs are controlled by title promotion instead of wage increase.

Fringes went up this year from 25.7 to 27.4 percent. The multiple has stayed very close to last year at 2.64. This means that the billing rates should vary exactly according to the latest salary changes. And that is pretty much what CHART ELEVEN shows. Principals raised

CHART TEN

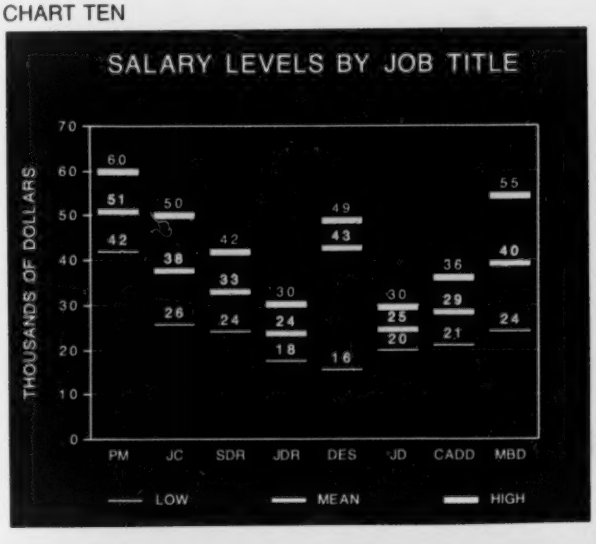


CHART ELEVEN

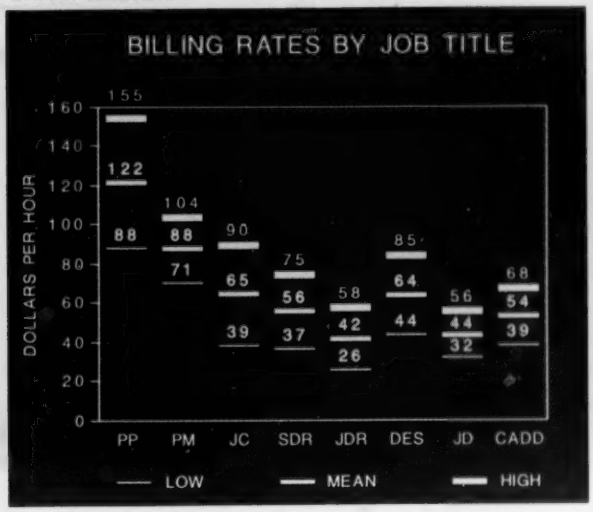
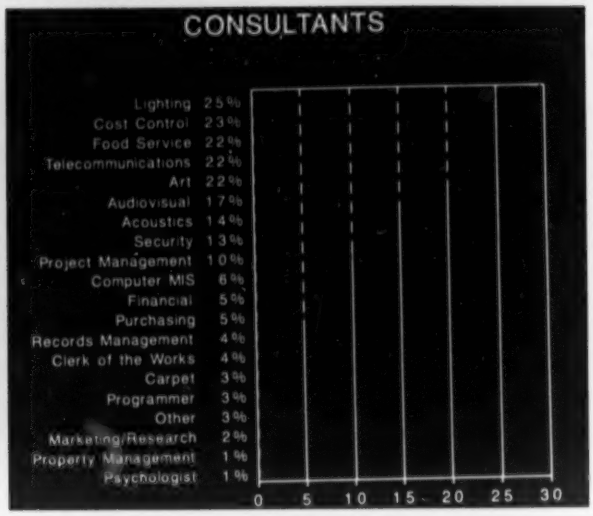


CHART THIRTEEN



their billing rates, while the remaining positions follow the salary variations.

In terms of how the work changed this year, the most noticeable increase on CHART TWELVE is that in nonsmoking areas. Computerized security systems continued to grow, while private phone systems actue", decreased this year. Other base building issues remained about the same as last year.

The consultants on CHART THIRTEEN stayed about the same as last year, with nine being used on 10 percent or more of all projects.

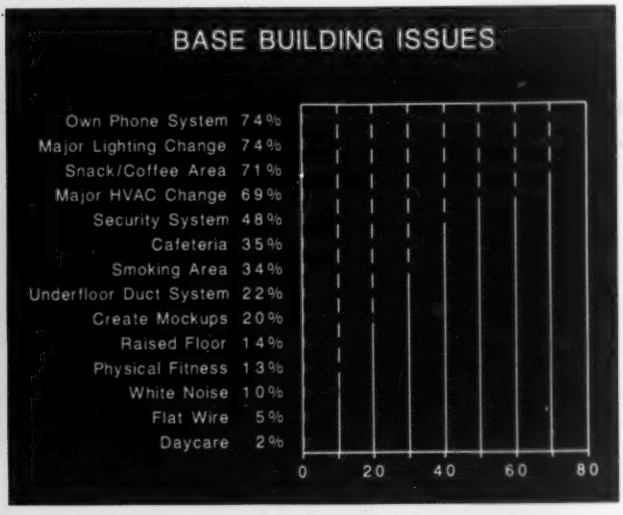
Some 93 percent of our respondents have errors and omissions insurance, up 3 percent from last year. The average deductible is $83,000 with the average maximum coverage at $1,800,000.

The firms on our listing are hired by top management 40 percent of the time, by senior management 29 percent of the time, by professionals 28 percent of the time, and by others 4 percent of the time. They report to the client 93 percent of the time, to the architect 10 percent of the time, and to others 7 percent of the time. Obviously, they report to more than one level at a time; 26 percent of the time they work with a professional within the client group, an increase of 4 percent over last year.

Of those professionals in the client organization, 29 percent are professional interior designers, 24 are architects, 15 are engineers, 17 have a maintenance background, and 26 learned their job through "on the job training." Most importantly, it was reported that jobs are decided on the basis of low bid only 44 percent of the time. Long term relationships and quality of work remain important to the client group.

The standards in the client organization continue to be fairly laissez faire, with 27 percent having limited standards, 30 percent having flexible standards, and 43 percent having no standards. The average number of standards this year is 9.4.

CHART TWELVE



Conclusions

Exactly the same as last year, the firms most respected by their peers are: Gensler and Associates, Skidmore, Owings & Merrill, Kohn Pederson Fox Conway, ISD and Gwathmey Siegel. Added to the most respected list this year are: Charles Pfister and Associates and Swanke Hayden Connell.

Also the same as last year, the firms considered to be the best managed are: Gensler and Associates, Skidmore, Owings & Merrill, Hellmuth Obata & Kassabaum and Kohn Pederson Fox Conway. Added this year are: RTKL and Perkins & Will.

The installations chosen as this year's best are: United Terminal at Chicago's O'Hare International Airport by Murphy/Jahn; The Royalton Hotel in New York City by Philippe Starck; Capital Bank in Miami by Gensler and Associates (see *Interior Design*, March 1989); Banca del Gottardo in Lugano, Switzerland, by Mario Botta (see August 1989); and Banco del Credito in Lima, Peru, by Arquitectonica.

One change we made this year that affected the ranking of some of the firms on the listing was to deduct residential design fees from the total firm fee figure. We are constantly trying to improve our listing and we feel that, because this is a corporate listing, it is fair to deduct residential work.

Interior design continues to be a difficult business. Competition is fierce, clients continue to get tougher, and capital needs continue to grow. This is the first year we have seen salaries bear the brunt of the cost savings needs of the design firms. New and creative strategies are needed to deal with increasing costs for clients and design firms alike. □

100 INTERIOR DESIGN GIANTS® OF 1990

KEYS

- ☐ OFFICE PLANNING FIRMS
- ☐ GENERALISTS
- ☐ STORE PLANNING FIRMS
- ☐ MEDICAL SPECIALISTS

PP — PRINCIPALS/PARTNERS
PM — PROJECT MANAGERS
JC — JOB CAPTAINS
SDR — SENIOR DRAFTERS
JDR — JUNIOR DRAFTERS
DES — PROJECT & SENIOR DESIGNERS
JD — JUNIOR DESIGNERS
CADD — CADD OPERATORS
MBD — MARKETING BUSINESS DEVELOPMENT
TID — TOTAL INTERIOR DESIGN STAFF

RANK 1990 (1989)	FIRM NAME / HEADQUARTERS & BRANCH OFFICES	INTERIOR DESIGN FEES IN MILLIONS	TOTAL FIRM FEES IN MILLIONS	DOLLAR VOLUME IN MILLIONS	TOTAL SQ. FT. IN MILLIONS	STAFF DATA: NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR	NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR	1989 INSTALLATIONS	1990 INSTALLATIONS
1 (1)	**Gensler and Associates/ Architects** San Francisco Denver, Houston, Los Angeles, New York, London, Washington, DC; Irvine & San Jose, CA	37.66	55.06	572.4	10.60	9 81 65 35 71	PP PM JC SDR JDR	NA 68 45 35 35	143 120 143 65 65	115 92 30 15 513	DES JD CADD MBD TID	53 33 38 40 —	93 53 70 — —	JP Morgan, New York Apple Computer, Inc., San Jose, CA Columbia Pictures, Los Angeles BP Exploration Inc., Houston CenTrust Bank, Miami, FL	Pacific Enterprises, Los Angeles Union Bank of Switzerland, New York Kentucky Fried Chicken, Louisville, KY Bank of America, San Francisco Mobil Exploration & Producing USA, Inc., Houston
2 (4)	**Swanke Hayden Connell Architects** New York London, Miami, Chicago, Washington, DC	24.75	33.00	950.0	5.00	5 25 11 10 19	PP PM JC SDR JDR	NA 61 50 40 29	175 125 100 88 63	23 31 2 9 135	DES JD CADD MBD TID	60 31 48 49 —	125 65 75 — —	Elizabethtown Gas, Elizabeth, NJ Milbank Tweed Hadley & McCloy, New York Morstar, Long Island & New York, NY The Dreyfus Corporation, New York Banque Indo-Suez, New York	Coopers & Lybrand, Washington, DC & New York Proscauer Rose Goetz & Mendelsohn, New York IBM/Latin American HQ bldg., Tarrytown, NY RJR Nabisco, New York Carter Wallace, New York
3 (6)	**CRS Sirrine, Inc.** Houston Dallas, Chicago, Washington, DC; Atlanta, Denver, Los Angeles, New York, Austin, TX; Miami & Boca Raton, FL; Irvine, TX	23.92	298.97	406.3	6.77	— 10 10 34 20	PP PM JC SDR JDR	— 64 53 29 21	— 90 75 40 30	33 10 11 2 130	DES JD CADD MBD TID	39 29 21 50 —	55 40 30 — —	3M/Austin Center, Austin, TX IBM Solana, Phase I, Westlake, TX Astrodome, Houston Alexander & Alexander office, Owings Mills, MD US Embassy, Yemen, UAE	Chrysler Technology Center, Auburn Hills, MI Lakeside Square, Dallas CRSS Offices, Houston US Embassy, San Salvador, El Salvador Great Republic Insurance, Irving, TX
4 (2)	**PHH Environments** Hunt Valley, MD New York, Philadelphia, Washington, DC, Dallas, Newport Beach, Los Angeles, Chicago	18.80	18.80	610.0	7.10	15 79 19 33 25	PP PM JC SDR JDR	NA 61 40 37 27	120 80 65 60 50	49 20 20 32 292	DES JD CADD MBD TID	49 30 40 44 —	80 45 65 — —	Sears Consumer Financial Corp., Riverwoods, IL Meridian Bancorp, Reading, PA Citicorp-Card Producers, Long Island City, NY NCNB Texas, Dallas PHH FleetAmerica, Hunt Valley, MD	Pacific Mutual, Newport Beach, CA State of NJ-Dept. of Personnel, Trenton, NJ T. Rowe Price Associates Inc., Baltimore, MD Central and Southwest Services, Inc., Dallas Finnegan Henderson, Washington, DC
5 (5)	**Hellmuth, Obata & Kassabaum, Inc.** St. Louis Dallas, New York, Los Angeles, San Francisco, Kansas City, MO; Washington, DC; Tampa, FL	17.27	76.64	293.2	5.57	8 18 15 14 6	PP PM JC SDR JDR	NA 55 37 29 21	130 98 65 50 38	26 15 8 6 116	DES JD CADD MBD TID	44 25 25 45 —	78 44 44 — —	AT&T Center at Pleasanton, Pleasanton, CA GTE Teleops Headquarters, Irving, TX AT&T Midwestern Region Headquarters, Chicago San Diego, Convention Center, San Diego, CA Mobil Oil Company F-1, Fairfax, VA	Naval Intelligence Command Center, Suitland, MD MCI Engineering Headquarters, Richardson, TX Hanil Group Research Inst./Tech., Taejon, Korea Mobil Oil Company F-2, Fairfax, VA Moore Business Forms, Chicago
6 (7)	**ISD Incorporated** New York Chicago, Houston, Los Angeles	16.98	17.69	350.0	7.90	17 — — — —	PP PM JC SDR JDR	NA — — — —	115 — — — —	71 67 30 13 198	DES JD CADD MBD TID	46 22 27 32 —	77 40 45 — —	Leo Burnett Company, Chicago The Southland Corporation, Dallas American National Can, Chicago Carter Hawley Hale, Los Angeles Winston & Strawn, Chicago	USF&G, Baltimore American Medical Association, Chicago The Walt Disney Company, Burbank, CA Touche Ross & Co., Chicago Doubletree Post Oak, Houston
7 (3)	**ODA/Environetics Inc.** New York Los Angeles, Mexico City, London; Sydney & Melbourne, Australia	15.40	17.62	342.0	6.88	15 42 7 24 31	PP PM JC SDR JDR	NA 50 40 35 28	150 NA NA NA NA	42 27 17 13 218	DES JD CADD MBD TID	43 27 35 50 —	NA NA NA — —	USLIFE Corporation, Neptune, NJ USLIFE, New York Tokai Bank, New York Touche Ross, New York Coronet, New York	Montrose Realty, New York Gibbs and Cox, New York Touche Ross, New York Masco Industries, Los Angeles Nyana, New York
8 (8)	**Mancini * Duffy** New York Philadelphia, Boca Raton & Miami, FL; Parsippany, NJ; Hicksville, NY	14.23	14.37	375.0	5.10	5 27 9 10 20	PP PM JC SDR JDR	NA 45 38 38 25	95 85 75 65 45	43 10 10 5 139	DES JD CADD MBD TID	40 28 24 NA —	60 45 45 — —	Marsh & McLennan Co., New York US Trust Co. of New York, New York NW Ayer Inc., New York Pershing, Jersey City, NJ Arthur Andersen & Co., New York	Donaldson Lufkin & Jenrette, New York Spear Leeds Kellogg, New York ISO, New York US Trust, New York Federal Reserve Bank, New York

NA indicates information not available — indicates information not applicable to category and/or firm.

9 (9)	**Leo A. Daly Omaha, NE** Washington, DC, Atlanta, St. Louis, Phoenix, Los Angeles, San Francisco, Seattle, Honolulu, Tokyo, Singapore, Hong Kong, Riyadh, Madrid	13.19	40.00	233.0	4.30	NA PP 6 PM 5 JC 7 SDR 4 JDR	NA NA NA NA NA	NA 95 85 55 43	23 DES 5 JD 9 CADD — MBD 59 TID	NA NA NA — —	63 43 43 — —	Ilikai Hotel guest room towers, Honolulu ConAgra Corporate Headquarters, Omaha, NE Nat'l Council/Catholic Bishops HQ, Washington, DC American Express-Asia Pacific offices, Hong Kong CIBA Vision HQ-Distribution Center, Atlanta	Motorola Facilities, Hong Kong Gold Coast Hotel/Casino expansion, Las Vegas, NV Ilikai Hotel-public areas, Honolulu Equal Employment Opportunity, Washington, DC Clarkson Hospital, Omaha, NE
10 (10)	**WalkerGroup/CNI, Inc.** New York Los Angeles, Tokyo, London	13.12	14.55	195.0	3.60	7 PP 20 PM 20 JC 38 SDR 26 JDR	NA 80 50 38 30	200 150 110 90 50	8 DES 16 JD 5 CADD 5 MBD 145 TID	75 40 40 80 —	90 70 70 — —	Saks Fifth Avenue, Minneapolis The Bon, Seattle J. Walker Thompson-Corporate offices, Chicago Isetan, Tokyo Citibank, various locations	Saks Fifth Avenue, New York John Wanamaker, Philadelphia Rustan, Manila, Philippines Broadway, Santa Barbara, CA Universal Studios, Orlando, FL
11 (15)	**R.J. Pavlik, Inc. D/B/A/ The Pavlik Design Team** Ft. Lauderdale, FL Dallas, London	12.54	12.67	186.6	4.66	3 PP 10 PM 12 JC 12 SDR 17 JDR	NA 68 46 44 28	NA NA NA NA NA	8 DES 5 JD 3 CADD — MBD 70 TID	69 35 38 — —	NA NA NA — —	Strawbridge & Clothier, Cherry Hill, NJ Lord & Taylor, Plantation, FL Dayton Hudson, Oakland, MI Belks, Cary, NC Filenes, Kingston, MA	Strawbridge & Clothier, Philadelphia Lord & Taylor, Tysons, VA Belks, Raleigh, NC Dayton Hudson, Oakland, MI Foley's, Arlington, TX
12 (46)	**URS Consultants** Cleveland Atlanta, San Francisco, Paramus, NJ; Columbus, OH	12.00	60.00	25.0	1.89	— PP 6 PM — JC 6 SDR — JDR	— 50 — 25 —	— 60 — 40 —	7 DES — JD 4 CADD 1 MBD 24 TID	30 — 25 30 —	50 — 40 — —	Vern Riffe Ctr. for Gov't & the Arts, Cleveland Akron City Hospital, Akron, OH Sears Store, Port Charlotte, FL Ferro Corporation Headquarters, Cleveland West Virginia University, Morgantown, WV	Nautica, Cleveland St. Thomas Hospital, Akron, OH West Virginia Univ. Research lab, Morgantown, WV University Hospitals, Cleveland United Way Corporation, Cleveland
13 (23)	**RTKL Associates, Inc.** Baltimore Dallas, Los Angeles, Washington, DC; Ft. Lauderdale, FL	10.88	64.00	225.9	4.30	— PP 7 PM 10 JC — SDR — JDR	— 45 35 — —	— 90 62 — —	12 DES 12 JD — CADD — MBD 41 TID	38 31 — — —	65 50 — — —	Alex. Brown & Sons, Baltimore Tysons Corner Center, McLean, VA Democracy Plaza Marriott, Bethesda, MD Texas Commerce Bank, Dallas City Place, Dallas	Fairfax County Government Center, Fairfax, VA Fairfax office building B-3, Fairfax, VA Hyatt O'Hare ballroom addition, Chicago
14 (12)	**Hambrecht Terrell International** New York Chicago, Los Angeles, London	10.29	12.10	150.0	4.00	10 PP 11 PM 9 JC 24 SDR 28 JDR	NA 68 45 41 32	150 125 85 82 60	17 DES 16 JD 1 CADD 3 MBD 119 TID	56 33 37 50 —	105 60 65 — —	Marshall Field's, Columbus, OH Maison Blanche, Metairie, LA Goldsmith's, Memphis, TN Marshall Field's, Chicago Maison Blanche, Lakeland, FL	Bloomingdale's, Palm Beach Garden, FL Maison Blanche, Jacksonville, FL Maison Blanche, Orlando, FL Marshall Field's, Chicago Duty Free Shoppers, Honolulu
15 (13)	**Cole Martinez Curtis and Associates** Marina del Rey, CA Los Angeles	10.10	10.10	241.1	4.52	3 PP 26 PM 10 JC 12 SDR 6 JDR	NA NA NA NA NA	NA NA NA NA NA	19 DES 14 JD 3 CADD 2 MBD 95 TID	NA NA NA NA —	NA NA NA — —	Radisson Resort/Conf. Center, Palm Springs, CA Transamerica Insurance Group, Woodland Hills, CA May Company-Fashion Center, Northridge, CA May Company-Brea Mall, Brea, CA Gibson, Dunn & Crutcher, San Diego, CA	Ski Run Marina Hotel, South Lake Tahoe, CA Meier & Frank-Lloyd Center, Portland, OR May D & F-Crossroads Mall, Boulder, CO First Interstate Bancorp World HQ, Los Angeles Arthur Andersen & Co., Los Angeles
16 (22)	**Bonsignore Brignati & Mazzotta, P.C.** New York	10.08	11.29	73.50	.95	3 PP 11 PM 13 JC 15 SDR 6 JDR	NA 50 43 38 28	125 90 75 65 45	10 DES 2 JD 6 CADD 1 MBD 67 TID	48 30 34 40 —	63 50 55 — —	Chase Manhattan Bank, NA, New York New York Telephone Company, various locations New York Stock Exchange, New York Manufacturers Hanover Trust, New York DUICS, Queens, NY	Warner Communications, New York Rockefeller Center Management Corp., New York NYMEX/NYFE/NY Cotton Exchange, New York Chase Manhattan Bank, NA, New York The Mocatta Corporation, New York
17 (14)	**Cannon** Grand Island, NY Boston, St. Louis, Washington, DC; Buffalo & New York, NY	9.98	28.50	156.0	3.20	3 PP 9 PM 6 JC 11 SDR 15 JDR	NA 45 36 32 20	NA 75 60 50 35	15 DES 10 JD 10 CADD 3 MBD 82 TID	39 29 18 40 —	65 30 30 — —	Broward County Conv. Center, Ft. Lauderdale, FL Community General of Syracuse, Syracuse, NY Portsmouth Naval Shipyard, Portsmouth, NH St. Vincent 's Medical Center, Staten Island, NY Brooklyn Children's Psychiatric, Brooklyn, NY	Albany Medical Center, Albany, NY Bronx Lebanon Hospital, Bronx, NY Children's Medical Center, Petah Tikva, Israel Marine Midland Bank, Buffalo, NY Key Bank, Buffalo, NY
18 (20)	**Haines Lundberg Waehler, Architects Engineers & Planners** New York Basking Ridge, NJ; Al-Khobar, Saudi Arabia	9.59	27.40	158.7	2.60	4 PP 9 PM 14 JC 18 SDR 8 JDR	NA 65 42 35 30	175 119 77 65 54	13 DES 3 JD — CADD 2 MBD 71 TID	41 27 — 31 —	75 50 — — —	Jaguar Cars, Mahwah, NJ Warwick Advertising, New York Engelhard Corporation, Edison, NJ SIAC, Brooklyn, NY Tiffany & Company, New York	Schering-Plough DDF, Kenilworth, NJ Mellon Bank, Fort Lee, NJ Exxon International, Florham Park, NJ AT&T Communications, Melville, NY KEIO Gijuku New York Gakuin, Harrison, NY
19 (16)	**Howard Needles Tammen & Bergendoff** Kansas City, MO Phoenix, Los Angeles, Seattle, Milwaukee, Indianapolis, Boston, New York, Alexandria, VA	8.98	35.90	38.8	1.50	9 PP 13 PM 1 JC 5 SDR 5 JDR	NA 52 33 35 21	90 70 55 60 37	19 DES 10 JD 6 CADD 5 MBD 73 TID	31 20 28 30 —	38 25 45 — —	Jewish Community Center, Overland Park, KS Juvenile Detention Center, Indianapolis Anaheim Convention Center, Anaheim, CA Herberger Theatre, Phoenix Meridian Tech Center, Indianapolis	US West at Phoenix Plaza, Phoenix Central States Pension Fund, Rosemont, IL Indiana University Library, Bloomington, IN Peoria High School, Tempe, AZ Wisconsin Bell-Pewaukee, Pewaukee, WI
20 (11)	**Reel/Grobman & Associates** Los Angeles Santa Ana, San Jose & San Francisco, CA	8.65	8.65	190.0	3.00	5 PP 8 PM 6 JC 10 SDR 10 JDR	NA 65 40 35 24	125 90 65 60 45	30 DES 25 JD 10 CADD 2 MBD 106 TID	44 24 26 36 —	70 45 50 — —	Amgen, Inc., Thousand Oaks, CA Pharmacia Opthalmics, Monrovia, CA Ashi on-Tate, San Jose, CA Denny's Inc., Irvine, CA Sun Microsystems, Menlo Park, CA	Dole Packaging, San Francisco Motorola, Cupertino, CA Ernst & Young, San Jose, CA Knapp, Petersen & Clarke, Glendale, CA Peat Marwick Main & Co., Los Angeles

*Rankings determined by fees before rounding. All figures have been rounded off for the purpose of this ranking.

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21 (24)	HKS, Inc. Dallas Los Angeles, Tampa, FL	8.45	52.80	102.0	5.91	1 7 9 6 7	PP PM JC SDR JDR	NA 40 30 25 20	80 77 58 48 39	12 5 25 — 72	DES JD CADD MBD TID	33 20 NA — —	63 39 NA — —	J.C. Penny Company, Dallas Boatmen's Bancshares, Inc., St. Louis Cook Ft. Worth Children's Med. Ctr., Ft. Worth, TX Dr. Pepper & The Seven-Up Company, Dallas Brown Maroney & Oaks Hartline, Austin, TX	Boatment's Bancshares, Inc., Kansas City, MO Mobil Data Services, Ltd., London Winchester Medical Center, Winchester, VA Marquette General Hospital, Marquette, MI NCNB Texas, Dallas
22 (17)	The Callison Partnership Seattle San Diego	8.40	21.00	50.0	2.00	2 11 2 2 1	PP PM JC SDR JDR	NA NA NA NA NA	85 70 57 63 33	22 10 — — 50	DES JD CADD MBD TID	NA NA — — —	48 33 — — —	Nordstrom Pentagon City, Washington, DC Nordstrom Arden Fair, Sacramento, CA Pacific First Federal, Seattle Washington Mutual Financial Group, Seattle Lane Powell Moss & Miller, Seattle	Nordstrom Garden State Plaza, Paramus, NJ Nordstrom Santa Barbara, Santa Barbara, CA Boeing Employees Credit Union, Tukwila, WA Westroads Shopping Center, Omaha, NE Cellular One/Telepage Northwest, Seattle
23 (—)	Jung/Brannen Associates, Inc. Boston New York, Hartford, CT; Istanbul, Turkey	8.03	17.41	150.0	4.50	2 6 3 2 3	PP PM JC SDR JDR	NA 45 37 30 24	150 87 65 58 45	7 4 2 — 29	DES JD CADD MBD TID	38 24 24 — —	63 48 42 — —	Aetna Life and Casualty, Hartford, CT Springfield Institute for Savings, Springfield, MA Citicorp NYSU, Long Island City, NY Aetna Life and Casualty, Quincy, MA Thomas H. Lee Company, Boston	Trinity Street Offices, Hartford, CT New England Telephone, Boston Aetna Life and Casualty, Hartford, CT Massachusetts General Hospital Labs, Boston Florida Progress, St. Petersburg, FL
24 (57)	Architectural Interiors/ Interior Design, Inc. Chicago & Los Angeles New York, London, Paris, Tel Aviv, Warsaw	7.65	7.65	52.6	1.60	13 20 7 14 2	PP PM JC SDR JDR	NA 45 45 38 28	120 70 65 60 40	19 18 2 3 98	DES JD CADD MBD TID	44 26 NA 50 —	75 40 56 — —	Cooks County Courts, Chicago Motorola, Chicago IBM, Santa Monica, CA Rockwell Int'l-Rocketdyne Div., Canoga Park, CA Sears, Columbus, OH	Northern Trust, Chicago Crown Home Furnishings, NY & Charlotte, NC First Interstate Bank Operation Ctr., Los Angeles City of Los Angeles, Los Angeles American Airlines, El Segundo, CA
25 (—)	Kohn Pedersen Fox Conway Associates, Inc. New York	7.60	9.50	239.9	2.30	4 12 — 1 —	PP PM JC SDR JDR	NA NA — NA —	150 110 — 74 —	68 — 3 2 90	DES JD CADD MBD TID	NA — NA NA —	55 — 35 — —	Bally's tower addition, Atlantic City, NJ Capital Cities/ABC, Inc., New York MONY Financial Services, New York Milgrim Thomajan & Lee P.C., New York C.J. Lawrence/Morgan Grenfell, New York	Viacom International, New York Cleary Gottlieb Steen & Hamilton, New York Laventhol & Horwath, New York FCB/Leber Katz Partners, New York Odyssey Partners, New York
26 (29)	SCR Design Organization, Inc. New York	7.29	8.10	94.0	3.00	4 10 6 10 8	PP PM JC SDR JDR	NA 55 41 37 28	NA 95 85 75 75	16 4 5 2 65	DES JD CADD MBD TID	44 26 34 NA —	80 85 85 — —	Citicorp, New York Newsday, New York ADP, New York Morrison, Cohen, Singer & Weinstein, New York Young & Rubicam, New York	Citicorp, Tampa, FL Citicorp, New York Omnicom, New York Viking Penguin, New York VNU Business Information Systems, New York
27 (27)	The Hillier Group Princeton, NJ Philadelphia	7.21	25.30	125.0	1.75	1 4 5 5 2	PP PM JC SDR JDR	NA 50 40 38 25	150 95 75 70 45	7 4 — — 28	DES JD CADD MBD TID	33 23 — — —	60 40 — — —	McCormack & Dodge, Natick, MA Johnson & Johnson, various locations Squibb Building 1, Lawrenceville & Princeton, NJ American Re-Insurance, New York New Jersey Resources, Wall Township, NJ	Janssen Pharmaceutical, Hopewell, NJ Xerox Square Master Plan, Rochester, NY Towers Perrin, Philadelphia
28 (25)	Retail Planning Associates Columbus, OH New York, Seattle Westwood, NJ; Melbourne, Australia	7.14	7.75	82.0	2.65	3 6 3 14 6	PP PM JC SDR JDR	NA 60 35 30 22	150 110 65 55 35	16 3 2 9 62	DES JD CADD MBD TID	45 30 25 75 —	78 55 38 — —	Sears Mexico, Perisur, Mexico Prango's, Green Bay, WI Ames, Hartford, CT Antilla, Helsinki, Finland Pascal, Thornhill, Canada	Brookstone, Peterborough, NH Jusco, Tokyo Ford Motor Company, Detroit National Bank of Detroit, Detroit US Postal System, Washington, DC
29 (41)	Perkins & Will Chicago New York, Washington, DC, London	7.07	26.20	205.0	5.85	3 5 4 5 —	PP PM JC SDR JDR	NA 43 35 32 —	150 95 85 70 —	22 17 4 1 61	DES JD CADD MBD TID	36 23 24 29 —	70 80 55 — —	AT&T Data Systems, Naperville, IL Frankel & Company, Chicago Kuwait University, Kuwait City Arthur J. Gallagher, Rolling Meadows, IL Applied Technology Center, Grand Rapids, MI	Hotel Macklowe, New York Continental Illinois Bank, Chicago Sara Lee, Deerfield, IL Time Life Building, Chicago Kraft, Northfield, IL
30 (19)	The Miller Organization Inc. New York	6.99	8.63	145.0	3.55	4 5 3 5 8	PP PM JC SDR JDR	NA 55 46 37 27	150 93 90 70 70	9 5 5 1 45	DES JD CADD MBD TID	47 32 27 60 —	90 70 70 — —	Shearson Lehman Hutton Inc., New York Merrill Lynch & Co., Inc., Princeton, NJ Dean Witter Reynolds Inc., New York Coopers & Lybrand, New York Junction Advisors, New York	Merrill Lynch & Co., Inc., Princeton, NJ Dean Witter Reynolds Inc., New York Nomura International, London State of New Jersey, Trenton, NJ Hotel Magna, Cancun, Mexico
31 (43)	The Architects Collaborative, Inc. Cambridge, MA San Francisco	6.96	24.00	295.0	3.90	1 8 2 — —	PP PM JC SDR JDR	NA 53 40 — —	150 95 75 — —	13 18 2 4 48	DES JD CADD MBD TID	43 27 30 35 —	76 45 50 — —	Camp Dresser & McKee HQ, Cambridge, MA TJX Headquarters, Framingham, MA US General Mail Facility, Worcester, MA Sun Microsystems, Westford, MA NE Mem'l Hosp. Doctors Bldg., Stoneham, MA	The Amiri Diwan, Kuwait Kuwait Postal Center, Kuwait Northeastern University Library, Boston US Embassy, Cairo, Egypt

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32 (51)	**Smith, Hinchman & Grylls Associates, Inc.** Detroit Phoenix, Washington, DC	6.91	28.80	120.2	3.99	1 PP 4 PM — JC — SDR — JDR	NA 55 — — —	130 85 — — —	9 DES 2 JD 2 CADD 1 MBD 19 TID	43 30 30 45 —	65 45 45 — —	Beckman Inst./Sci. & Tech., Urbana-Champaign, IL Wayne State Univ.-Clinical Research Bldg., Detroit Mercy Hospital, Janesville, WI FBI field offices, 40 sites across the US BASF-Coatings/Colorant, R&D Ctr., Southfield, MI	Dickinson Wright law offices, Detroit Univ. IL-Plant/Aninml lab, Urbana-Champaign, IL Michael Reese Hospital renovation, Chicago Spec. Oper. Intell. Fac., Wright-Patterson AFB, OH
33 (28)	**Space Design International Inc. (SDI)** Cincinnati Los Angeles, Tampa, FL	6.82	8.22	83.0	3.80	5 PP 14 PM 9 JC 8 SDR 18 JDR	NA 60 37 34 20	125 87 65 55 40	25 DES 23 JD 3 CADD 30 MBD 135 TID	37 21 23 23 —	60 40 40 — —	Clearwater Mall, The Hahn Co., Clearwater, FL Quantum Chemical Corp., Cincinnati Federated/Allied dept. stores, various locations P.A. Bergner & Co., various locations The Limited, various locations	Hickory Farms, various locations Westchester Ridge, Faison, Cincinnati Montgomery Ward, various locations Contempo Casuals, various locations JMB/Urban Development, various locations
34 (40)	**CUH2A** Princeton, NJ	6.25	25.00	NA	3.40	11 PP 2 PM 4 JC 2 SDR 3 JDR	NA 49 44 35 29	125 90 68 51 43	14 DES 6 JD 3 CADD 3 MBD 48 TID	39 22 35 NA —	29 33 43 — —	Union County Correctional Facility, Elizabeth, NJ Trenton State College-5 bldg. units, Trenton, NJ Hoechst-Celanese, Short Hills, NJ AT&T, Whippany, NJ Merck, Sharp & Dohme, West Point, PA	Hoechst-Celanese, Morristown, NJ DAMCO, Florham Park, NJ Merck & Co.-Parkway Towers, Woodbridge, NJ Pitney, Hardin, Kipp & Szuch, Florham Park, NJ
35 (37)	**NBBJ/Business Space Design** Seattle San Francisco, New York, Columbus, OH; Phoenix & Tucson, AZ; Charleston & Raleigh, NC	6.21	6.34	98.3	4.68	4 PP 12 PM 9 JC 5 SDR 14 JDR	NA 40 34 32 21	110 68 58 55 36	12 DES 13 JD 5 CADD 2 MBD 76 TID	38 21 25 40 —	65 36 43 — —	Generra Sportswear, Seattle GNA, Seattle Huntington National Bank HQ, Columbus, OH B. Altman's, New York Eddie Bauer-regional stores, USA	Univar Corporation Headquarters, Kirkland, WA Squire, Sanders & Dempsey, Columbus, OH State Automobile Insurance Co., Columbus, OH Tiffany & Co., Tokyo Dept. of Economic Security-State of AZ, Phoenix
36 (26)	**Griswold, Heckel & Kelly Associates, Inc. (GHK)** New York Chicago, Boston, Denver, Schaumburg, IL	6.17	7.00	235.0	4.20	12 PP 10 PM 12 JC 12 SDR 15 JDR	NA 45 38 36 20	95 83 60 50 35	34 DES 10 JD 8 CADD 5 MBD 118 TID	29 20 32 34 —	55 33 45 — —	Ameritech Information Systems, Chicago Arthur Andersen & Co., various IL & OH locations Sterling Drug, New York Mercer Medinger Hansen, Chicago Information Builders, New York	Navistar, Chicago Munich American Reinsurance, New York Citicorp, New York & Chicago Andersen Consulting, New Jersey Dean Witter Reynolds, NY & midwest locations
37 (30)	**Flad & Associates** Madison, WI; Gainesville, FL & White Plains, NY	6.15	17.75	37.8	1.47	5 PP 13 PM — JC — SDR 10 JDR	NA 47 — — 17	100 66 — — 29	5 DES 2 JD 5 CADD 4 MBD 44 TID	27 17 24 35 —	40 28 39 — —	Baxter Healthcare Corporation, Round Lake, IL Pharmafair, Tampa, FL Shands Teaching Hosp.-Phase 3, Gainesville, FL St. Francis Medical Center, Peoria, IL Honeywell, Bloomington, MN	Northwestern Mutual Life, Milwaukee Armstrong World Industries, Lancaster, PA Univ. of WI Center for Health Sci., Madison, WI St. Michael's Hospital, Stevens Point, WI
38 (56)	**DBI, Inc.** Washington, DC Vienna, VA	6.00	6.00	92.0	3.40	2 PP 12 PM — JC 4 SDR 2 JDR	NA 44 — 20 18	125 75 — 52 34	7 DES 2 JD 7 CADD 3 MBD 39 TID	33 18 23 41 —	60 34 85 — —	Network Solutions, Herndon, VA Theodore Roosevelt Bank, Washington, DC Vanguard Technologies, Fairfax, VA Reinforced Earth Corporation, McLean, VA GSA, Washington, DC	Odin, Feldman & Pittleman, Fairfax, VA Central Fidelity Bank, Fairfax, VA McDermott, Will & Emery, Washington, DC
39 (55)	**Robinson Mills + Williams** San Francisco San Jose, Walnut Creek & Santa Rosa, CA	5.91	8.13	72.6	2.08	10 PP 13 PM 7 JC — SDR 13 JDR	NA 47 37 — 29	115 85 66 — 52	8 DES 4 JD 3 CADD 4 MBD 62 TID	46 23 30 28 —	82 41 54 — —	Apple City Center, Cupertino, CA Hitachi America Ltd.-regional HQ, Brisbane, CA Temple Emanu-El, San Francisco Graham & James law offices, San Francisco Bank of the West, San Jose, CA	JMB Properties, San Francisco & Oakland, CA Genstar Corporation, San Francisco Tandem Computers, Cupertino, CA Arthur Andersen, San Francisco Pomare retail store, Honolulu
40 (32)	**The Switzer Group, Inc.** New York	5.88	6.00	130.0	2.00	4 PP 4 PM 3 JC 3 SDR 2 JDR	NA 65 54 50 40	150 100 95 90 75	6 DES 5 JD 4 CADD 4 MBD 35 TID	35 33 33 NA —	90 90 75 — —	Integrated Resources, New York Blue Cross/Blue Shield, New York Hill Samuel, New York Continental Insurance, Piscataway, NJ Trademark Services, New York	NYNEX Mobile Communications, Orangeburg, NY Chase Manhattan Bank, Brooklyn, NY Citibank, NA, New York Knight Ridder, New York Nutri-Systems, Inc., Willow Grove, PA
41 (52)	**The Phillips Janson Group Architects, P.C.** New York	5.80	6.05	47.0	1.00	4 PP 15 PM 8 JC 7 SDR 4 JDR	NA 50 37 40 29	138 95 68 60 40	10 DES 12 JD — CADD 2 MBD 52 TID	44 27 — NA —	86 55 — — —	Loews Corporation, New York Swiss Re Holding (N.A.), Inc., New York Hertzfeld & Rubin, P.C., New York F. Schumacher & Co., various locations The National Funds, Greenwich, CT	Time, Inc., New York Bankers Trust Company, New York Image Business Systems, New York NBC, New York Chemical Bank, New York
42 (38)	**Interior Architects Inc. (IA)** San Francisco New York, Los Angeles	5.80	5.80	75.0	2.25	6 PP 15 PM 7 JC 8 SDR 4 JDR	NA 45 32 29 25	90 80 57 52 45	14 DES 4 JD 2 CADD 3 MBD 63 TID	34 24 39 NA —	60 43 70 — —	Kohlberg Kravis Roberts & Co. (KKR), New York Nabisco Brands HQ-Phase II, East Hanover, NJ IBM Sales & Marketing office, Stockton, CA The Clorox Company HQ, Oakland, CA Merrill Lynch-retail sales office, San Francisco	Security Pacific Nat'l Bank, San Francisco Bank of America, Los Angeles JMB/Urban Development, Century City, CA Paul, Hastings, Janofski & Walker, New York The Meadow Club, Fairfax, CA
43 (—)	**HDR, Inc.** Omaha, NE Chicago, Dallas, Denver, Phoenix, Seattle, Minneapolis, Alexandria, VA; Austin, TX; Charlotte, NC; Fresno, CA; White Plains, NY	5.59	88.81	103.6	2.60	— PP 3 PM — JC — SDR — JDR	— 57 — — —	— 102 — — —	3 DES 6 JD 2 CADD 1 MBD 15 TID	37 24 31 45 —	66 43 56 — —	Lied Performing Arts Center, Lincoln, NE Community Health Center, San Bernardino, CA OPPD Energy Plaza, Omaha, NE Children's Hospital of Wisconsin, Milwaukee Fair Oaks Hospital, Fairfax, VA	Huntingdon Memorial Hospital, Pasadena, CA St. Mary's Hospital, West Palm Beach, FL Med. Ctr.-Bowman Grey School Winston Salem, NC Quincy City Hospital, Quincy, MA Regional Medical Center, Moreno Valley, CA

*Rankings determined by fees before rounding. All figures have been rounded off for the purpose of this ranking.

RANK 1990 (1989)	FIRM NAME HEADQUARTERS & BRANCH OFFICES	INTERIOR DESIGN FEES IN MILLIONS	TOTAL FIRM FEES IN MILLIONS	DOLLAR VOLUME IN MILLIONS	TOTAL SQ. FT. IN MILLIONS	STAFF DATA NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR	NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR	1989 INSTALLATIONS	1990 INSTALLATIONS
44 (34)	**The International Design Group** Toronto New York, London	5.45	6.05	95.0	2.00	9 — — 20 20	PP PM JC SDR JDR	NA — — 70 NA	140 — — 95 70	30 3 — 1 83	DES JD CADD MBD TID	50 35 — NA —	70 70 — — —	City Plaza, Birmingham, England Unicenter, Buenos Aires, Argentina La Maison Simons/dept. store, St. Foy, Quebec Hazelton Lanes/specialty shopping center, Toronto The Schofield Centre, Leedo, England	Castle Court/shopping centre, Belfast, Ireland Antwerp Avenue Centre, Antwerp, Belgium Sheppard Centre, Toronto Crawley Town Centre Mall, Crawley, England Santiago shopping centre, Chile, South America
45 (45)	**STUDIOS Architecture** San Francisco & Washington, DC London	5.36	7.00	45.0	1.35	5 12 9 11 6	PP PM JC SDR JDR	NA 55 38 36 26	125 90 55 45 40	19 14 4 4 84	DES JD CADD MBD TID	41 22 32 35 —	45 45 65 — —	Norwest Corporation & Norwest Bank, Minneapolis Silicon Graphics Computer Syst, Santa Clara, CA Orrick, Herrington & Sutcliffe, San Francisco Milnicov, Kaufman, et. al., Baltimore Morgan Stanley & Company, San Francisco	3 Com Corporation, Santa Clara, CA Morgan Stanley International, London Office/Comptroller of the Currency, Washington, DC Apple Computer, Inc., training fac., Cupertino, CA Littler, Mendelson, Fastiff & Tichy, San Francisco
46 (39)	**Greenwell Goetz Architects, P.C.** Washington, DC Vienna, VA	5.01	5.01	58.0	1.45	3 8 — 3 12	PP PM JC SDR JDR	NA 50 — 39 29	110 80 — 65 52	8 2 — 1 37	DES JD CADD MBD TID	36 24 — NA —	61 47 — — —	Dominion Bank of Northern Virginia, McLean, VA Ringling Bros., et. al./combined shows, Vienna, VA Home Owners Warranty Corporation, Arlington, VA	Edison Electric Institute, Washington, DC Collier, Shannon & Scott, Washington, DC Pettit & Martin, Washington, DC The John Akridge Company, Washington, DC Spiegel & McDiarmid, Washington, DC
47 (54)	**Sverdrup Corporation** Maryland Heights, MO St. Louis, Dallas, Phoenix, Seattle, Washington, DC, New York, Orlando, FL	4.95	113.40	38.5	4.40	1 11 5 6 10	PP PM JC SDR JDR	NA 50 40 28 18	NA 80 65 48 40	14 4 2 3 56	DES JD CADD MBD TID	32 20 26 NA —	54 35 45 — —	PBG Biomedical, Kansas City, MO Ernst & Young, various locations Emerson Electric Co., St. Louis NASA, Cleveland	Hershey Chocolate Company, Hershey, PA Lambert International Airport, St. Louis US Postal Savings, various locations Riverport-The Sverdrup Corp., St. Louis
48 (64)	**Jon Greenberg & Associates, Inc.** Berkley, MI	4.88	4.88	85.5	2.75	2 9 — — —	PP PM JC SDR JDR	NA NA — — —	141 95 — — —	14 15 5 2 47	DES JD CADD MBD TID	NA NA NA NA —	68 58 58 — —	Miles Fox, Warren, MI Abercrombie & Fitch, Columbus, OH Sears, Roebuck & Co., Chicago K Mart Corporation, Michigan Cornell University Bookstore, Ithaca, NY	Lerner New York/The Limited Inc., Columbus, OH Winkelman's/Petrie, Michigan Children's Hospital, Detroit Joslins/Mercantile, Denver Jos. A. Banks Clothiers, Baltimore
49 (44)	**Descon Interiors Incorporated** New York	4.75	4.80	85.0	1.50	4 9 1 7 5	PP PM JC SDR JDR	NA 50 75 35 20	NA 85 80 75 50	7 4 3 2 42	DES JD CADD MBD TID	53 25 25 45 —	77 55 45 — —	Public Service Mutual Insurance, New York Harper & Row, New York Mattel, Inc., New York National League for Nursing, New York The Equitable, New York	Grey Advertising, New York New York State Department of Health, New York Credit Lyonnais, New York Metropolitan Transportation Authority, New York Union Carbide Corporation, Danbury, CT
50 (—)	**The Falick/Klein Partnership, Inc.** Houston Irvine & Oakland, CA	4.57	6.80	41.3	1.32	2 5 4 20 12	PP PM JC SDR JDR	NA 56 47 28 25	180 85 65 45 40	8 1 4 2 58	DES JD CADD MBD TID	43 30 32 26 —	68 50 35 — —	Memorial Northwest Hospital, Houston AMI/Irvine Medical Center, Irvine, CA DCH Regional Medical Center, Tuscaloosa, AL Riverside Community Hospital, Riverside, CA Northeast Medical Center Hospital, Humble, TX	
51 (49)	**Whisler-Patri** San Francisco	4.50	10.00	70.0	3.00	2 7 5 8 5	PP PM JC SDR JDR	NA 55 37 32 21	135 105 85 55 45	8 2 4 2 43	DES JD CADD MBD TID	42 24 NA 55 —	75 45 75 — —	Next, Inc., Redwood City, CA Industrial Indemnity, San Francisco Apple Training Center, San Jose, CA Lombardia, San Francisco Bancroft Avery McAllister, San Francisco	Ritz Carlton Hotel, San Francisco Hills Plaza, San Francisco East Bay Municipal Utility District, Oakland, CA Chevron Corporation, Oxnard, CA Landels, Ripley & Diamon, San Francisco
52 (47)	**LCP Assoc., Inc.** New York	4.50	4.50	70.0	.75	5 10 1 6 2	PP PM JC SDR JDR	NA 58 55 45 28	150 100 80 85 50	6 6 5 2 43	DES JD CADD MBD TID	60 28 50 NA —	100 50 80 — —	Recruit USA, New Jersey Rosenman & Colin, New York Skadden Arps Slaye et. al., New York Cordon & Black, New York Morgan Cewis Bockius, New York	Manhattan East Suite Hotel, New York Rosenman & Colin, New York Black Rome Comisey et. al., PA New York Stock Exchange, New York Skadden Arps Slaye et. al., New York
53 (53)	**Associated Space Design, Inc. (ASD, Inc.)** Atlanta Washington, DC; Tampa, FL	4.50	4.73	88.0	3.01	8 8 — — —	PP PM JC SDR JDR	NA 50 — — —	100 65 — — —	23 7 1 1 48	DES JD CADD MBD TID	40 28 NA NA —	45 35 35 — —	Fulton County Government Center, Atlanta Chase Manhattan Bank Education, Tampa, FL Travelers Companies Regional HQ, Orlando, FL Largo Regional Service Center, Largo, FL Price Waterhouse Regional offices, Atlanta	AT&T Regional Headquarters, Atlanta IBM/One Franklin Sq. Reg. HQ, Washington, DC Long, Aldridge and Norman, Atlanta First American Bank Regional HQ, Atlanta
54 (18)	**Ryan Gibson Bauer Kornblath, P.A.** Middletown, NJ New York	4.28	6.00	80.0	1.00	4 4 10 5 4	PP PM JC SDR JDR	NA 67 53 37 20	150 100 75 65 45	15 15 12 6 75	DES JD CADD MBD TID	44 28 31 50 —	60 45 75 — —	Educational Testing Service, Princeton, NJ Merrill Lynch, New York 111 Broadway, New York Information Technology Center/NJIT, Newark, NJ	Information Technology Center/NJIT, Newark, NJ Runway Hotel and Casino, West Wendover, NV Port Authority/NY & NJ-Wld. Trade Ctr., New York Rutgers University-Nelson Hall, Piscataway, NJ R. Woods Johnson Med. Ctr., New Brunswick, NJ

NA indicates information not available — indicates information not applicable to category and/or firm.

55 (62)	**Interprise** Chicago, Dallas, Los Angeles, Oakbrook, IL	4.19	4.60	14.0	2.69	7 PP 11 PM 8 JC 5 SDR 5 JDR	NA 42 34 30 21	110 90 70 60 45	15 DES 13 JD 5 CADD 3 MBD 72 TID	28 20 30 42 —	55 40 60 — —	Litigation Science, Chicago American Federal Bank, Dallas IBM, Dallas Information Consulting Group, Chicago Computer Associates, Chicago	Swift-Eckrich Corporation HQ, Downers Grove, IL Fremont Insurance, Glendale, CA TU Electric, Dallas American Hospital Publishing, Chicago Larson, Burnh am & Trutner, Oakland, CA
56 (—)	**Staffelbach Designs & Associates, Inc.** Dallas	4.19	4.60	51.0	1.52	2 PP 10 PM 5 JC 4 SDR 4 JDR	NA 40 32 32 27	115 75 NA 54 44	17 DES 8 JD 5 CADD 2 MBD 57 TID	33 18 25 40 —	62 32 56 — —	Vornado, Paramus, NJ Bozell Inc., Dallas Mobil Oil Corporation, Dallas Arthur Andersen, Dallas Rosewood Properties Corporate HQ, Dallas	ITI, Dallas R&B Management, Arlington, TX Pearle Health Services, Dallas Wilson Art-Ralph Wilson Plastics, Temple, TX
57 (31)	**3D/International** Houston Los Angeles, Phoenix, Seattle, Hong Kong, San Antonio, TX; Alexandria, VA; Sacramento, CA	4.17	21.20	8.8	2.95	3 PP 4 PM 4 JC 7 SDR 8 JDR	NA 65 45 35 30	150 100 70 55 48	12 DES 8 JD 5 CADD 3 MBD 54 TID	40 30 30 30 —	63 48 48 — —	Houston Area Research Center, Woodlands, TX Amoco consolidation, Houston Houston Museum of Natural Science, Houston Dept. of Army Sector Pentagon, Washington, DC Southeast Police Command Center, Houston	Texaco USA, Houston Univ./TX-Medical Research Bldg., Galveston, TX First Interstate Bank Operations Center, Houston Veterans Administration Medical Center, Houston Texas State Capitol, Austin, TX
58 (—)	**Space/Management Programs, Inc.** Chicago	4.14	4.60	39.4	.65	2 PP 5 PM 8 JC 3 SDR 6 JDR	NA 60 33 32 23	200 145 70 68 49	4 DES 7 JD 5 CADD — MBD 40 TID	44 24 23 — —	94 51 68 — —	Chicago Mercantile Exchange-N. Tower, Chicago Continental Illinois National Bank, Chicago LaSalle National Bank Service Center, Chicago Credit Agricole, Chicago Kemper Financial Services, Chicago	Mercantile Exchange-Trading Floor, Chicago New York Exchange Project, New York New offices-Wacker Drive, Chicago New offices-Michigan Avenue, Chicago Hill & Knowlton offices, Chicago
59 (42)	**SPGA Group Inc.** New York	4.05	4.50	84.7	1.10	4 PP 6 PM 4 JC 3 SDR 5 JDR	NA 55 38 30 22	100 85 65 58 45	6 DES 3 JD — CADD 5 MBD 36 TID	45 24 — NA —	73 40 — — —	Drug Enforcement Agency, New York Continental Insurance, Neptune, NJ Orion Pictures Corporation, New York Otis Elevator, New York North American Phillips, New York	Continental Insurance, Glens Falls, NY B. Altman/Bonwit Teller, New York Unicef, New York Munich Amer. Reinsurance, NY & Hartford, CT Coffee, Sugar, Cocoa Exchange, New York
60 (58)	**Architectural Interiors Incorporated** Washington, DC	3.99	3.99	33.6	3.24	5 PP 5 PM — JC 7 SDR 9 JDR	NA 50 — 35 30	90 75 — 65 42	10 DES 15 JD 3 CADD 4 MBD 58 TID	30 25 28 25 —	60 40 50 — —	Fannie Mae Headquarters Replan, Washington, DC IRS-North Capitol Street, Washington, DC Ctr. for Public Admin. & Services, Washington, DC Xerox USMG/ Custom Services, Washington, DC Corp. for Public Broadcasting, Washington, DC	Bureau of Labor Statistics, Washington, DC Freddie Mac Headquarters, Tyson's Corner, VA Architect of the Capitol, Washington, DC Kay Jewelers Headquarters, Alexandria, VA
61 (97)	**Heery Interiors/ Heery International** Atlanta San Francisco, London	3.63	4.45	23.2	1.92	3 PP 7 PM — JC 2 SDR — JDR	NA 55 — 35 —	125 86 — 55 —	14 DES 7 JD 3 CADD 2 MBD 38 TID	37 21 25 30 —	57 33 39 — —	MCI Headquarters-Expansion/Remodel, Atlanta American Cancer Society, Altanta Electrolux-Phase II, Atlanta Typhoon Lagoon-Walt Disney World, Orlando, FL UK Headquarters/Banker Trust Company, London	Glaxo Training Center, Raleigh-Durham, NC MCI Headquarters Consolidation, Atlanta Conoco UK, Ltd., Aberdeen, Scotland Hong Kong & Shanghai Bank, London Caldwell, Heggie & Helton, Chattanooga, TN
62 (59)	**Deupi and Associates, Inc.** Washington, DC Arlington, VA	3.62	4.02	303.6	6.43	2 PP 14 PM — JC 14 SDR 2 JDR	NA 52 — 41 30	100 75 — 65 45	5 DES 2 JD 5 CADD 1 MBD 45 TID	50 19 30 34 —	65 40 60 — —	Landmark Systems, Tysons Corner, VA Social Security, Falls Church, VA N.R.E.C.A., Washington, VA US Air, Arlington, VA Techworld Plaza, Washington, DC	W*USA, Broadcast Facility, Washington, DC Communications Workers/America, Washington, DC Dow, Lohnes & Albertson, Washington, DC Heron, Burchette, Ruckert et. al., Washington, DC The Assoc. for Manufacturing Tech., McLean, VA
63 (80)	**Hansen Lind Meyer** Iowa City, IA Chicago, New York, Denver, Baltimore, Orlando, FL	3.61	30.08	129.0	3.65	— PP — PM — JC 1 SDR — JDR	— — — 17 —	— — — 31 —	10 DES 6 JD — CADD — MBD 17 TID	33 18 — — —	61 33 — — —	Arnold Palmer Hosp./Perinatal Ctr., Orlando, FL Harrogate Life Care Com munity, Lakewood, NJ The Meadows Life Care Community, Essex, CT Flagler Hospital, St. Augustine, FL St. Patrick's Residence, Naperville, IL	Federal Correctional Institution, Jesup, GA US Postal Service Gen'l Mail Fac., Lake Mary, FL North Oaks Life Care Community, Baltimore Miami Valley Hosp. Women's Pav., Dayton, OH Azalea Trace, Pensacola, FL
64 (73)	**Vickrey/Ovresat/Awsumb Associates Incorporated** Chicago Orlando, FL	3.53	6.93	40.5	1.00	6 PP 7 PM 7 JC 7 SDR 12 JDR	NA 46 35 30 24	110 80 60 50 40	9 DES 8 JD 4 CADD 2 MBD 62 TID	39 29 29 40 —	65 50 50 — —	Comdisco, Rosemont, IL KPMG Peat Marwick, Minneapolis J. Walter Thompson, Chicago Burke Wilson, Chicago Hyatt Hawthorn Suites, Orlando, FL	Arnstein & Lehr, Chicago Bickel & Brewer, Chicago Prudential Realty Group, Chicago LaSalle National Bank, Chicago Univ./IL-Computer research lab, Champaign, IL
65 (21)	**Gwathmey Siegel & Associates Architects** New York Bedford, NY	3.53	10.07	50.0	.70	2 PP 12 PM 5 JC 19 SDR 7 JDR	NA 70 50 45 35	NA NA NA NA NA	— DES — JD 3 CADD — MBD 48 TID	— — 40 — —	— — 52 — —	McCann Erickson, New York DMB&B, New York Cornell University Agriculture Bldg., Ithaca, NY Cornell University Field House, Ithaca, NY Cornell University Theory Center, Ithaca, NY	Hanover House, Weehauken, NJ Disney Convention Center, Orlando, FL Jankiow & Nesbit, New York Geffen office building, Beverly Hills, CA Oberlin College Student Center, Oberlin, OH
66 (63)	**Schafer Associates, Inc.** Oak Brook Terrace, IL	3.50	4.60	66.4	3.03	3 PP 9 PM 5 JC 4 SDR 12 JDR	NA 53 32 30 23	165 85 55 45 35	4 DES 11 JD — CADD 4 MBD 52 TID	45 23 — NA —	70 40 — — —	Belk, Winston-Salem, NC Carson Pirie Scott, Hawthorne, Vernon Hills, IL Carson Pirie Scott, Ford City, Chicago Parisian Forest Fair, Fairfield, OH Proffitt's, Asheville, NC	Belk, Greensboro, NC Salinas Y Rocha, San Augustin, Mexico Carson Pirie Scott, Lincolnwood, IL Metro Jaya, Kuala Lumpur, Malaysia Younkers, Moline, IL

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						NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR	NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR		
67 (33)	The Office of Pierce Goodwin Alexander & Linville Houston Dallas & Austin, TX; Tampa, FL	3.47	8.17	67.0	2.06	— 5 — 4 —	PP PM JC SDR JDR	— 45 — 35 —	— 80 — 65 —	8 4 1 1 23	DES JD CADD MBD TID	32 20 30 28 —	60 38 50 — —	Neiman Marcus Mail Order Facility, Dallas District & Regional IRS offices, Dallas Federal Reserve Bank Branch, Houston NASA/Control Facility, Johnson Space Ctr., TX UMC Petroleum, Houston	Pre-Trial Jail Facility, Jacksonville, FL Int'l Arrivals Building, Int'l Airport, Houston SONAT, Houston Forensic Infirmary, Pompano Beach, FL Space Center Houston, Johnson Space Center, TX
68 (—)	Russell Gibson Von Dohlen Farmington, CT White Plains, NY	3.47	7.97	57.3	2.29	— 1 2 — 3	PP PM JC SDR JDR	— 50 40 — 23	— 80 65 — 45	5 11 1 1 24	DES JD CADD MBD TID	38 26 28 30 —	60 45 60 — —	Cigna, Bloomfield, CT The Hartford Courant, Hartford, CT Digital, Rocky Hill, CT Connecticut National Bank, Bridgeport, CT Richard Gordon Interests, Hartford, CT	Hartford Insurance Group, Simsbury, CT New Britain General Hospital, New Britain, CT Acmat, New Britain, CT Connecticut Public Television, Hartford, CT Coleseum Club, Hartford, CT
69 (36)	Space Design Incorporated Philadelphia Marlton, NJ	3.47	4.33	175.0	2.61	3 9 11 — —	PP PM JC SDR JDR	NA 40 35 — —	93 80 65 — —	15 — 40 1 79	DES JD CADD MBD TID	25 — 20 25 —	55 — 45 — —	Clark Ladner et. al., Philadelphia Johnson & Higgins of PA, Philadelphia Karr-Barth Associates, Bala Cynwyd, PA PECO, Chesterbrook, PA State of New Jersey, Trenton, NJ	Miller Anderseon & Sherrerd, Bala Cynwyd, PA Kidder Peabody & Co., Boston Rawle & Henderson, Philadelphia Saul Ewing Remick & Saul, Philadelphia Horn Kaplan Goldberg et. al., Atlantic City, NJ
70 (35)	Burt Hill Kosar Rittelmann Associates Butler, PA Pittsburgh, Philadelphia, Fort Meyers, FL; Washington, DC	3.38	17.24	53.0	1.80	2 18 — 5 —	PP PM JC SDR JDR	NA 30 — 25 —	110 65 — 45 —	13 14 7 14 73	DES JD CADD MBD TID	33 19 20 NA —	58 40 40 — —	Blue Cross of Western Pennsylvania, Pittsburgh Radisson Hotel, Pittsburgh WTOP, Washington, DC Mellon Independence Center-restack, Philadelphia NV Ryan, Eastern United States	Biomedical Science Tower, Pittsburgh NV Ryan, Eastern United States 1650 Arch Street, Philadelphia Logan Square, Philadelphia
71 (77)	Butler Rogers Baskett New York	3.34	3.93	88.0	.88	5 4 4 6 8	PF PM JC SDR JDR	NA 50 48 46 45	150 92 88 85 83	7 9 3 1 47	DES JD CADD MBD TID	45 28 35 58 —	82 51 64 — —	University of Hartford, Hartford, CT Lord Day & Lord, Barrett Smith, New York Random House, New York Apple Computer, Inc., Paris Morrison & Foerster , New York	Dewey, Ballantine, Bushby et. al., New York Anderson Kill Olick & Oshinski, New York Debevoise & Plimpton, New York United Nations, New York Whitman & Ransom, New York
72 (136)	C.H.S. Planning and Design Corporation New York	3.30	3.30	28.3	.80	2 6 2 8 3	PP PM JC SDR JDR	NA 60 50 40 30	125 100 90 80 60	3 — 1 2 27	DES JD CADD MBD TID	44 — 50 85 —	85 — 100 — —	Teachers Insurance & Annuity Assoc., New York May Merchandising Company, New York NYNEX, New York Olympia and York, New York Equitable, New York	Teachers Insurance & Annuity Assoc., New York May Merchandising, New York NYNEX, New York Olympia and York, New York Croydon Furniture Systems, New York
73 (121)	Wyatt Stapper Architects Seattle	3.20	3.60	35.0	1.50	2 3 6 8 7	PP PM JC SDR JDR	NA 45 40 35 24	93 73 65 58 40	8 10 5 1 55	DES JD CADD MBD TID	30 26 28 43 —	49 43 46 — —	USAA, Federal Way, WA Bogle & Gates, Seattle North American Morpho Systems, Tacoma, WA Chubb & Son, Inc., Seattle Exec. Quarters/law offices, Seattle & Bellevue, WA	Nike,Inc., Beaverton, OR IBM, Kirkland, WA Immunex Inc., Seattle Kibble & Prentice, Seattle & Bellevue, WA Thai Airways, nationwide
74 (60)	Daroff Design Inc. & DDI Architects PC Philadelphia	3.13	3.66	165.0	2.25	4 6 4 6 4	PP PM JC SDR JDR	NA 50 50 50 30	185 100 90 80 50	8 5 4 4 45	DES JD CADD MBD TID	50 30 30 30 —	75 35 40 — —	Prudential EHO, Ft. Washington, NJ Revlon Headquarters relocation, New York Prudential, South Plainfield, NJ Mobil Oil regional operations center, Malvern, PA Comcast Cable Co. HQ & oper. centers, various	Capital Blue Cross, Harrisburg, PA Mobil Oil, various PA & NJ locations Sharples, Warminster, PA Philadelphia Int'l Airport, Philadelphia Hewlett Packard, Philadelphia
75 (68)	TKLP The Kling-Lindquist Partnership, Inc. Philadelphia	3.10	31.00	87.5	1.09	1 7 — 2 —	PP PM JC SDR JDR	NA 60 50 30 18	120 100 75 55 30	11 6 7 2 36	DES JD CADD MBD TID	40 20 35 50 —	63 35 50 — —	IBM, Valley Forge, PA Merrill Lynch, Washington, DC Drexel University, Philadelphia Intelligence & Security Command, Ft. Belvoir, VA Sterling Drug, Montgomery County, PA	Duane Morris & Heckscher, Philadelphia Glaxo Inc., Reserach Triangle Park, NC Thomas Jefferson University, Philadelphia Merrill Lynch, Denver Penn Mutual, Philadelphia
76 (—)	Mitchell Asssociates, Inc. Wilmington, DE Philadelphia	3.04	3.80	25.0	1.50	7 12 — 2 —	PP PM JC SDR JDR	NA 35 — 22 —	NA NA — NA —	16 1 5 2 45	DES JD CADD MBD TID	25 NA 20 NA —	NA NA NA — —	ICI Americas, Wilmington, DE Morris Nichols Arsht & Tunnell, Wilmington, DE Himont, USA, Wilmington, DE DuPont Information Systems Div., Wilmington, DE DuPont, Charlotte, NC	St. Vincent's Hosp. Med. Ctr., Staten Island, NY Meridian Callowhill, Reading, PA Forsyth Memorial Hospital, Winston-Salem, NC St. Christopher's Children's Hosp., Philadelphia City of Philadelphia, Philadelphia
77 (126)	O'Donnell Wicklund Pigozzi & Peterson Architects, Inc. Deerfield, IL	3.01	9.93	29.0	4.70	— 4 — — —	PP PM JC SDR JDR	— 45 — — —	— 82 — — —	14 5 1 1 25	DES JD CADD MBD TID	35 27 23 38 —	71 55 42 — —	Allstate Life, Deerfield, IL Addolorata Villa, Wheeling, IL Arthur Andersen Club House, St. Charles, IL Allstate Regional Oper. Ctr., Farmingville, NY Franciscan Village, Lemont, IL	Illinois Bell Telephone Learning Center, Chicago Allstate Life, Deerfield, IL Ela Public Library, Lake Zurich, IL Wood Dale Police & Village Hall, Wood Dale, IL Franciscan Village, Lemont, IL

NA indicates information not available — indicates information not applicable to category and/or firm.

78 (70)	**Quantrell Mullins & Associates Inc.** Atlanta	2.89	2.89	36.2	.90	2 PP 5 PM — JC 2 SDR — JDR	NA NA — NA —	110 80 — 65 —	9 DES 1 JD 1 CADD 1 MBD 21 TID	NA NA NA NA —	60 45 55 — —	Halstead Indst., Inc./I&D Ctr., High Point, NC Emory University Hospital/'E' wing, Atlanta Hamilton Med. Ctr./N. Burkett Bldg., Dalton, GA AMCA International, Ltd., Charlotte, NC First Union Corp./exec. offices, Charlotte, NC	Halstead Indust., Inc./Corp. HQ, Greensboro, NC Henrietta Egleston Hosp. for Children, Atlanta Prudential Bank & Trust, Atlanta Smith, Helms, Mullis & Moore, Greensboro, NC Life Insurance Co. of GA, Atlanta
79 (65)	**The H. Chambers Company** Baltimore Lyford Cay, Nassau, NP Bahamas	2.88	3.20	68.9	1.30	2 PP 2 PM 6 JC 1 SDR 2 JDR	NA 45 38 30 18	100 90 75 45 40	6 DES 7 JD 1 CADD 3 MBD 32 TID	28 21 25 32 —	55 45 60 — —	Baltimore Gas & Electric Company, Baltimore Army Depot, New Cumberland, PA National Insurance Board, Nassau, Bahamas Philadelphia Country Club, Philadelphia Merrill Lynch, Baltimore	Princess Cruise Lines, Trieste, Italy Ft. Lee Officers Club, Petersburg, VA The Reefs Hotel, Southampton, Bermuda Philmont Country Club, Huntingdon Valley, PA Penta Hotel, Newark Airport, Newark, NJ
80 (71)	**BSHA, Inc.** San Diego	2.86	6.70	40.0	2.00	2 PP 5 PM — JC 4 SDR — JDR	NA 40 — 30 —	85 70 — 55 —	8 DES 4 JD 2 CADD 2 MBD 27 TID	30 20 27 40 —	53 35 50 — —	La Jolla Centre II, San Diego San Diego Design Center, San Diego Ernst & Young, San Diego San Diego Rehabilitation Hospital, San Diego Pacific Corporate Center, San Diego	Koll Center II, San Diego East Mesa Detention Facility, San Diego Medtronics, San Diego Coopers & Lybrand, San Diego Litton Industries, San Diego
81 (79)	**Ward-Hale Design Associates, Inc.** Washington, DC Vienna, VA	2.86	2.86	55.0	1.10	3 PP 8 PM — JC 2 SDR 5 JDR	NA 45 — 30 23	100 70 — 55 45	4 DES 6 JD 4 CADD 2 MBD 34 TID	35 25 28 28 —	55 45 45 — —	Seventh Day Advertisers, Washington, DC MCI-Mid Atlantic Division, Crystal City, VA Citizens Bank of Maryland, Columbia, MD Group Health Association, Washington, DC Mortgage Bankers of America, Washington, DC	Hechingers, Landover, MD Washington Home, Washington, DC Sovran Bank, Hyattsville, MD Nat'l Association of Letter Carriers, Herndon, VA Student Loan Marketing Assoc., Washington, DC
82 (—)	**Rosen Perry Preston, Inc.** New York	2.85	2.91	55.0	1.00	3 PP 6 PM 4 JC 4 SDR 5 JDR	NA 63 50 45 29	NA 95 75 65 45	4 DES 5 JD — CADD 1 MBD 32 TID	50 29 — NA —	85 45 — — —	Simpson Thacher & Bartlett, New York Pepsi Cola World Beverage HQ, Somers, NY Murtha, Cullina, Richter & Pinney, New Haven, CT Spears, Benzak, Salomon & Farrell, New York Four Seasons-Grill Room, New York	Museum of Broadcasting, New York Merck & Co., Inc., Somerset, NJ Pepsi Co. World Headquarters, Purchase, NY DDB-Needham Worldwide, Inc., New York Grey Advertising, New York
83 (69)	**Ehrlich-Rominger** Los Altos, CA San Francisco, Sacramento & Newport Beach, CA	2.85	9.50	100.0	3.00	3 PP 20 PM 10 JC 15 SDR 15 JDR	NA 45 35 32 20	NA 90 68 58 42	17 DES 10 JD 7 CADD 5 MBD 102 TID	40 20 35 50 —	79 42 68 — —	Apple Comp.-Factory/Admin. offices, Fremont, CA Hewlett Packard Building 4, Roseville, CA Advanced Cardiovascular Systems, Santa Clara, CA Intel D2 Technical Center, Santa Clara, CA Micron Technology Bldgs./Admin. HQ, Boise, ID	Hewlett Packard/Software labs, Santa Clara, CA Puritan Bennett, Carlsbad, CA Nichols Research Inst., San Juan Capistrano, CA IBM/ Rolm Exec. Presentation Ctr., San Jose, CA Univ. of CA/Davis Engineering Unit 2, Davis, CA
84 (75)	**Eaton Design Group, Inc.** McLean, VA	2.85	2.85	36.0	1.20	4 PP 8 PM 4 JC 9 SDR 3 JDR	NA 35 27 25 14	125 55 48 54 32	6 DES 1 JD 5 CADD 3 MBD 43 TID	29 15 24 35 —	49 45 30 — —	Drug Enforcement Administration, Alexandria, VA Science Applications Int'l Corp., McLean, VA Software Productivity Consortium, Herndon, VA Epstein, Becker & Green, Washington, DC Watt, Tieder, Killian & Hoffar, McLean, VA	Institute for Defense Analyses, Alexandria, VA Visix Corporation, Reston, VA Centel Information Systems Company, Reston, VA Computer Associates, Inc., Reston, VA ICF, Inc., Fairfax, VA
85 (—)	**Ellerbe Becket, Inc.** Minneapolis Los Angeles, New York, Chicago, St. Louis, Washington, DC; St. Paul, MN; Kansas City, MO	2.81	74.99	104.9	14.88	3 PP 12 PM 6 JC 7 SDR 4 JDR	NA 55 42 30 20	100 88 65 47 33	32 DES 12 JD 6 CADD 2 MBD 84 TID	49 28 28 NA —	78 46 46 — —	US West, Minneapolis Princess Cruise Ships-Star Princess, Los Angeles Indiana Univ. Med. Research Bldg., Indianapolis St. Luke's Methodist Hospital, Cedar Rapids, IA William Beaumont Hospital, Royal Oaks, MI	Marquette University, Milwaukee, WI Princess Cruise Ships, Los Angeles UCI/Steinhaus Hall, Irvine, CA State Office Building, Los Angeles University Medical Center, Tucson, AZ
86 (—)	**Davis, Brody & Associates** New York	2.80	7.00	68.0	.84	5 PP 7 PM 10 JC 10 SDR 5 JDR	NA 50 40 30 25	150 100 70 50 45	15 DES 20 JD — CADD 2 MBD 74 TID	40 25 — NA —	70 45 — — —	AT&T, Allentown, PA Cornell Univ. Biotechnology Center, Ithaca, NY MSK CC-Rockefeller Research Labs, New York Davis, Brody & Associates, New York Dewey, Ballantine, Bushby et. al., Washington, DC	Lincoln Center for the Performing Arts, New York 395 Hudson Street Associates, New York New York Public Library, New York Estee Lauder, Inc., New York Deutsch, Inc., New York
87 (100)	**KZF, Incrporated** Cincinnati	2.77	7.70	53.0	1.10	2 PP 2 PM 1 JC — SDR — JDR	NA NA NA — —	NA NA NA — —	6 DES 2 JD 2 CADD 1 MBD 16 TID	NA NA NA NA —	NA NA NA — —	RiverCenter Embassy Suites Hotel, Covington, KY Logistical Systems Operations Center, Ohio Cincinnati Bell, Inc., Cincinnati Bethesda Hospital Women's Program, Cincinnati DuBois Chemical Company, Cincinnati	Open-office planning and relocations, Ohio Ohio Dept. of Transportation HQ, Columbus, OH Cincinnati Bell Info. Systems, Inc., Cincinnati Frost & Jacobs Law offices, Cincinnati
88 (—)	**Harley Ellington Pierce Yee Associates, Inc. (HEPY)** Southfield, MI Denver, Los Angeles, Seattle, Orlando, FL; Windsor, Ontario	2.75	13.87	35.0	.70	1 PP 1 PM — JC — SDR — JDR	NA NA — — —	NA NA — — —	3 DES 3 JD — CADD — MBD 8 TID	NA NA — — —	NA NA — — —	ITI Automotive, Auburn Hills, MI St. Hugo of the Hill Church, Bloomfield, MI Bowne of Detroit, Inc., Detroit St. Luke's Hosp./Pediatric IC Unit, Saginaw, MI Campbell-Mithun-Esty Adv. Agency, Southfield, MI	Chrysler Technology Center, Auburn Hills, MI The Kellogg Company, Battle Creek, MI Ford Motor Company/Utica Trim Plant, Utica, MI St. Luke's Hosp./Labor-Deliv.-Recov., Saginaw, MI Ford Motor Company, Dearborn, MI
89 (85)	**The Stubbins Associates, Inc.** Cambridge, MA	2.67	15.47	29.0	.81	2 PP 3 PM 1 JC 1 SDR — JDR	NA 52 45 38 —	NA 94 81 69 —	4 DES 1 JD 1 CADD 1 MBD 14 TID	37 30 28 35 —	66 54 51 — —	Bank One, Indianapolis Atlantic Mutual Companies, Giralda Farms, NJ Kimball Furniture showroom, Boston Koppelman & Page, Boston Ramada Renaissance Hotel, East Brunswick, NJ	Suffolk County Jail, Boston Systems Mgmt. Engineering Fac., Bedford, MA The Charles Stark Draper Lab. Inc., Cambridge, MA Associates for Int'l Research, Inc.,

*Rankings determined by fees before rounding. All figures have been rounded off for the purpose of this ranking.

RANK 1990 (1989)	FIRM NAME / HEADQUARTERS & BRANCH OFFICES	INTERIOR DESIGN FEES IN MILLIONS	TOTAL FIRM FEES IN MILLIONS	DOLLAR VOLUME IN MILLIONS	TOTAL SQ. FT. IN MILLIONS	STAFF DATA								1989 INSTALLATIONS	1990 INSTALLATIONS
						NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR	NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR		
90 (50)	**Gresham, Smith and Partners** Nashville, TN Birmingham & Huntsville, AL; Jacksonville, FL	2.64	13.92	54.1	1.56	3 PP 6 PM — JC 1 SDR 2 JDR	NA 100 36 65 — — 32 55 20 35			12 DES 4 JD 1 CADD 1 MBD 30 TID	36 63 29 42 32 55 NA — — —		Continental Insurance Company, Nashville, TN Port Columbus Airport, Columbus, OH Ford Glass Plant, Nashville, TN Ernst & Whinney, Birmingham, AL Alabama Power Renovation, Birmingham, AL	Service Merchandise Corp. office, Nashville, TN Overnite Trucking Company, Richmond, VA Nemours Children's Clinic, Jacksonville, FL Alabama Judicial Center, Montgomery, AL
91 (74)	**Steinmann Grayson Smylie** Los Angeles Sacramento, CA	2.61	2.90	13.7	.38	5 PP 5 PM 1 JC — SDR — JDR	NA 110 42 70 36 60 — — — —			6 DES 4 JD — CADD 3 MBD 24 TID	44 60 32 50 — — NA — — —		CCH Computax, Torrance, CA Beverly Hills Police Dept., Beverly Hills, CA Beverly Hills City Hall, Beverly Hills, CA Transamerica/Occidental Life, Los Angeles	National Medical Enterprises, Santa Monica, CA San Joaquin Cty. Human Serv. Bldg., Stockton, CA San Joaquin Cty. Courts/Admin. Bldg., Stockton, CA Transamerica/Occidental Life, Los Angeles Montgomery Engineering, Pasadena, CA
92 (—)	**Spillis Candela & Partners Interiors** Coral Gables, FL Orlando & West Palm Beach, FL; Washington, DC	2.60	2.70	113.8	1.72	1 PP 7 PM 4 JC 1 SDR — JDR	NA 150 43 90 29 55 45 55 — —			11 DES 5 JD 3 CADD 2 MBD 34 TID	31 57 20 38 30 55 45 — — —		Stearns Weaver Miller et. al., Miami, FL Deloitte Haskins + Sells, CPA, Miami, FL American Automobile Association, Orlando, FL General Development Corporation, Miami, FL Federal Systems Division of IBM, Washington, DC	Barnett Banks, Inc., Jacksonville, FL USAA, Tampa, FL Southeast Bank, N.A., Tampa, FL Lee County Justice Center, Fort Myers, FL South FL Water Mgmt. District, W. Palm Beach, FL
93 (160)	**Folgers Architects & Facility Design, Ltd. (formerly Facility Design Assoc., Inc.)** Chicago Miami, FL	2.52	2.66	64.5	1.08	4 PP 3 PM — JC 3 SDR 4 JDR	NA 90 39 65 — — 30 50 25 40			3 DES 3 JD 2 CADD 1 MBD 23 TID	31 50 25 40 34 55 40 — — —		Sidley & Austin, New York Savings & Loan Network, Inc., Chicago Chicago Board of Trade, Chicago CBOT Trading Floor, Chicago LIT America, Chicago	Fireman's Fund, Chicago Sidley & Austin, New York LIT America, Chicago Northwestern University Medical School, Chicago CBT Trading Facilities, Chicago
94 (66)	**Ballinger** Philadelphia	2.50	10.00	235.0	3.70	— PP 5 PM — JC 22 SDR 1 JDR	— — 50 82 — — 20 30 22 36			7 DES 6 JD — CADD 2 MBD 43 TID	35 58 22 36 — — 40 — — —		Independence Blue Cross, Philadelphia Meridian Bank, Philadelphia Johnson & Johnson Inc., New Brunswick, NJ Bryn Mawr Hospital-west wing, Bryn Mawr, PA First Pennsylvania Bank Corp., Philadelphia	Johnson & Johnson consolidation, Skillman, NJ Bryn Mawr Hosp.-wing renovations, Bryn Mawr, PA First Pennsylvania Bank-Operations, Philadelphia Himont R&D Center-Phase I, Elkton, MD SKBL, Cleveland; Miami, FL & Van Nyes, CA
95 (131)	**Fitzpatrick Design Group, Inc.** New York	2.50	2.50	20.8	.85	3 PP 5 PM 2 JC 1 SDR 3 JDR	NA 200 50 90 42 70 40 60 26 35			4 DES 1 JD — CADD 1 MBD 20 TID	49 80 30 50 — — NA — — —		Jordan Marsh, Burlington, MA Higbees Men's Shop, Cleveland Bloomingdale's, Tyson's Corner & McLean, VA Bloomingdale's-cosmetics/accessories, New York Benwit Teller, Buffalo, NY	Dayton Hudson Dept. Stores Co., Burnsville, MN Century 21, Inc., New York Jordan Marsh, Somerville, MA Jordan Marsh, Braintree, MA Bloomingdale's Mall of America, Bloomington, MN
96 (96)	**Hendrick Associates, Inc.** Atlanta	2.48	2.48	69.0	2.90	3 PP 6 PM — JC — SDR — JDR	NA 95 NA 75 — — — — — —			12 DES 4 JD 2 CADD — MBD 27 TID	NA 53 NA 35 NA 60 — — — —		Contel Corp./Administrative Headquarters, Atlanta Oglethorpe Power Corporation, Tucker, GA Contel Corp./Information Services, Atlanta Norrell Corporation, Atlanta Prudential-Bache Securities, Atlanta	Trinity Washington, Atlanta Oglethorpe Power Corporation, Tucker, GA 254 Washington Street, Atlant. IBM, Raleigh, NC RTM, Atlanta
97 (91)	**Einhorn Yaffee Prescott, Architecture & Engineering, PC** Albany, NY Washington, DC	2.48	9.55	34.4	.28	2 PP 2 PM — JC — SDR — JDR	NA 115 NA 85 — — — — — —			5 DES 2 JD 2 CADD — MBD 13 TID	27 45 20 35 22 37 — — — —		Albany International, Albany, NY Skidmore College-res. hall, Saratoga Springs, NY New York State Education Bldg./fl. 5, Albany, NY Ellis Hospital/Fac. Replacement, Schenectady, NY Apple Computer, Albany, NY	Corning Administrative/Service Ctr., Corning, NY General Electric Co., Bldg. 37, Schenectady, NY VA Med. Ctr.-Psych./Outpatient Fac., Northport, NY Albany County Courts, Albany, NY Sage Hall, Cornell University, Ithaca, NY
98 (84)	**Forrest Design Group, Inc. (formerly Forrest/Bodrug Partners, Inc.)** Toronto Ottawa; Montreal; Calgary; West Palm Beach, FL	2.34	2.47	33.8	1.93	2 PP 4 PM 3 JC 2 SDR — JDR	NA 100 42 75 40 75 35 60 — —			5 DES 4 JD 4 CADD 1 MBD 25 TID	30 50 20 40 24 60 25 — — —		NCR Canada, Toronto Central Guarantee Trust-offices, Toronto Sceptre Resources, Calgary, Alberta Teknion Furniture-offices & showroom, Toronto	National Bank, Toronto Ministry/Northern Dev't & Mines, Sudbury, Ontario Central Mortgage & Housing, Ottawa Metropolitan Toronto Housing, Toronto Canada Post Corporation, Ottawa
99 (98)	**Dean Tucker Shaw, Inc.** Boston	2.29	2.83	20.0	.57	4 PP 13 PM 2 JC — SDR 4 JDR	NA 125 40 80 28 50 — — 24 40			4 DES 2 JD 2 CADD 1 MBD 32 TID	28 50 20 35 30 50 NA — — —		Gaston & Snow, Boston Plymouth Rock Assurance Corp., Boston Palmer & Dodge, Boston Digital Equipment Corp./Bldg. 2, Littleton, MA 111 Devonshire, Boston	Gaston & Snow, Boston Forum Corporation, Boston Plymouth Rock Assurance Corp., Boston Palmer & Dodge, Boston Tobey Hospital, Wareham, MA
100 (93)	**GK Associates** New York Edison, NJ	2.27	2.27	34.0	1.27	2 PP 3 PM 2 JC 2 SDR 4 JDR	NA 125 45 65 35 55 35 55 25 45			2 DES 4 JD 2 CADD 1 MBD 22 TID	45 65 25 45 35 50 NA — — —		Tudor Investment Corporation, New York Applied Graphics Technologies, New York U.S. News & World Report, New York Constitution Re-Insurance, New York Cotler, Inc., New York	MacFadden Publishing, New York Refco Commoditites, New York Cigna Health Plan, Maitland, FL Phone Programs, New York Learning International, New York

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